

# Public Document Pack

## NOTICE OF MEETING

# CABINET

will meet on

**THURSDAY, 26TH NOVEMBER, 2020**

**At 6.15 pm**

in the

**VIRTUAL MEETING - ONLINE ACCESS, RBWM YOUTUBE**

TO: MEMBERS OF CABINET

Councillor Johnson, Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property

Councillor Rayner, Deputy Leader of the Council, Resident & Leisure Services, HR, IT, Legal, Performance Management & Windsor

Councillor Carroll, Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health

Councillor Cannon, Public Protection and Parking

Councillor Clark, Transport and Infrastructure

Councillor Coppinger, Planning, Environmental Services and Maidenhead

Councillor Hilton, Finance and Ascot

Councillor McWilliams, Housing, Communications and Youth Engagement

Councillor Stimson, Climate Change, Sustainability, Parks and Countryside

Karen Shepherd – Head of Governance - Issued: Wednesday, 18 November 2020

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at [www.rbwm.gov.uk](http://www.rbwm.gov.uk) or contact the Panel Administrator **David Cook** 01628 796560

**The Part I (public) section of this virtual meeting will be streamed live and recorded via Zoom. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain.**

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## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u>  To receive any apologies for absence	-
2.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest	7 - 8
3.	<u>MINUTES</u>  To consider the Part I minutes of the meeting held on 29 October 2020.	9 - 12
4.	<u>APPOINTMENTS</u>	-
5.	<u>FORWARD PLAN</u>  To consider the Forward Plan for the period December 2020 to March 2021	13 - 22
6.	<u>CABINET MEMBERS' REPORTS</u>  Public Protection and Parking	-
	i. Parking Strategy (2020 - 2025)  Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health	23 - 186
	ii. 0-19 Integrated Family Hub Service Proposal for new model and second public consultation findings  Finance and Ascot	187 - 374
	iii. Finance Update: November 2020  Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor	375 - 424
	iv. Mid-Year Performance Report  Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property	425 - 454
	v. RBWM Property Company Ltd – Annual Report & Audited Accounts 2019-2020	455 - 496

Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health

vi. School Admission Arrangements and Coordinated Admissions Scheme 2022/23 497 - 546

Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property

vii. MUFC - Request for Relocation 547 - 552

Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property

viii. Asset Disposal & Redevelopment 553 - 560

7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 8-9 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"

## PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p><u>MINUTES</u> To consider the Part II minutes of the meeting of Cabinet held on 29 October 2020.</p> <p><b><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p>	561 - 562
9.	<p><u>CABINET MEMBERS' REPORTS</u></p> <p>Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property</p> <p>i. Affordable Housing &amp; Temporary Accommodation</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p>Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property</p> <p>ii. Letting Of Office Accommodation At York House, 41 Sheet Street, Windsor</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p>Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property</p> <p>iii. Mufc - Request For Relocation</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p>Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property</p> <p>iv. Asset Disposal &amp; Redevelopment</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p>Details of representations received on reports listed above for discussion in the Private Meeting: None received</p>	<p style="text-align: center;">-</p> <p>563 - 598</p> <p>599 - 604</p> <p>605 - 620</p> <p>621 - 668</p>

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## MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

### Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

### Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any licence to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where:
  - a) that body has a piece of business or land in the area of the relevant authority, and
  - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

### Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

### Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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# Agenda Item 3

## CABINET

THURSDAY, 29 OCTOBER 2020

PRESENT: Councillors David Cannon, Andrew Johnson (Chairman), David Coppinger, Samantha Rayner, Stuart Carroll (Vice-Chairman), David Hilton, Gerry Clark, Donna Stimson and Ross McWilliams

Also in attendance: Councillors C Da Costa, W Da Costa, Davies, Knowles, Taylor, Tisi, Davey, Baldwin, Del Campo, Jones, Brar, Price, Hill, Bhangra, Bateson and Barbara Richardson (RBWM Property Company)

Officers: Kevin McDaniel, Adele Taylor, Russel O'Keefe, Hilary Hall, Nikki Craig, Louisa Dean and David Cook.

### APOLOGIES FOR ABSENCE

There were no apologies for absence received.

### DECLARATIONS OF INTEREST

There were no declarations of interest received.

### MINUTES

**RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 24 September 2020 were approved.**

**The Part I minutes of the meeting of the Cabinet - on the rising of Cabinet sitting as Trustees held on 27t August 2020 and the Cabinet Transformation Sub Committee held on 22 September 2020 were noted.**

### APPOINTMENTS

It was noted that Cllr Clark had been appointed as the council's Digital Infrastructure Champion.

### FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes made since last published, including:

- School Admissions Code consultation added to November 2020.
- York House Lease added to November 2020.
- Affordable Housing and Accommodation added to November 2020.
- School Places and Projections moved from November to December 2020.

The Lead Member for Public Protection (including parking) announced that the Parking Strategy due to be considered at this meeting was being deferred to the November 202 Cabinet meeting as they had received comments since publishing the strategy that he wanted to see if were workable.

Cllr Baldwin raised concern that the report was being pulled so late on without notification. The report had been published late and members had set aside time to review it prior to this

meeting, he felt it wrong that it should now not be discussed. He hoped that opportunity would be given to consult on the proposals.

The Leader said that any comments could be sent to the Lead Member prior to the report being considered at the next Cabinet meeting.

## RESPONSE TO THE OMBUDSMAN PUBLIC INTEREST REPORT

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health reported that this was an unfortunate incident that he had apologised to all those affected. The report had been considered by overview and scrutiny and he wished to reiterate what had been expressed at that meeting. This had been a regrettable incident and that improvements had been implemented. He asked the Director of Adults, Health and Commissioning to address Cabinet.

The Director of Adults, Health and Commissioning informed that the actions of the Royal Borough and Optalis were the subject of a public interest report by the Local Government and Social Care Ombudsman on 3 September 2020. This dealt with events from 2018 and complaints that the council did not properly consider the risks of separating a couple, after 59 years of marriage, or of the husband subsequently living on his own. There were complaints about the quality of care the council provided to them both, as well as concerns about the way in which the complainant's were dealt with.

The Ombudsman upheld the complaints and found fault causing injustice and recommendations were made. This was reported to the Adult, Children's and Health Overview and Scrutiny Panel in September 2020. It was unacceptable what happened and on behalf of herself, the service and the council, she once again offered her sincere, heartfelt and unreserved apologies to the family. The council was committed to ensuring that this never happens again and improvements had been implemented.

The first was the assessment and management of care for those in need of adult social care support. A new assessment methodology was introduced in 2016 but it was not consistently introduced across the whole service which meant, particularly in this case, that two members of the same family were assessed in different ways. That has been completely changed. A fundamental review of the methodology had been undertaken with new procedures, and forms being introduced and applied across the whole service.

In 2019, a Quality Assurance Panel was introduced to provide oversight of packages of care. When the worker and their manager present the package of care proposed for a resident, this Panel now requires them also to evidence what the impact of that recommendation will be on someone living with or considered to be a significant person in the resident's life. This is an important assurance mechanism and further mandatory guidance has also been issued in this respect.

All such cases that were already open to the service have now been completely reviewed by the Director of Statutory Services in Optalis. This review is scheduled to be repeated routinely as part of the overall quality assurance arrangements in the service going forward.

With regards to domiciliary care it was essential that we safeguard the quality of care received and to that end, we have employed a dedicated officer within the council who is responsible for monitoring the performance of our domiciliary care providers. Part of that monitoring also involves contacting families who are receiving care to check that their expectations are being met. The Overview and Scrutiny Panel dealt at length with this aspect of the complaint and it was confirmed that the Care Quality Commission were requested to carry out an inspection of the agency concerned as a matter of urgency.

What was clear in this case which involved a number of agencies was that the complaints process became increasingly complicated and no one person had overall coordination and

oversight of the various strands of the complaint. To that end, we have introduced a system where a senior manager is responsible for overseeing each complaint with the final response being quality assured by the Director of Statutory Services before it is issued.

The Leader of Cabinet informed that he had attended the overview and scrutiny panel and wished to reiterate the apologies given to the failing to the family.

CABINET MEMBERS' REPORTS

A) PARKING STRATEGY

Report deferred to the next meeting of Cabinet.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public were excluded from the remainder of the meeting whilst discussion took place on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of part I of Schedule 12A of the Act.

The meeting, which began at 6.15 pm, finished at 6.50 pm

CHAIRMAN.....

DATE.....

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# Agenda Item 5

## CABINET

### FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	SCHEDULED CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Housing Strategy	26/11/20	17/12/20	New Item
Development of a Youth Council	29/10/20	17/12/20	Further work required
Windsor NP - Referendum	29/10/20	17/12/20	Further work required
Siena Court, Maidenhead	N/A	17/12/20	New Item
Affordable Housing Provision	N/A	17/12/20	New Item

## FORWARD PLAN OF CABINET DECISIONS

NB: The Cabinet is comprised of the following Members: Councillor Johnson, Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property, Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor, Councillor Carroll, Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health, Councillor Cannon, Public Protection and Parking, Councillor Clark, Transport and Infrastructure , Councillor Coppinger, Planning, Environmental Services and Maidenhead, Councillor Hilton, Finance and Ascot, Councillor McWilliams, Housing, Communications and Youth Engagement , Councillor Stimson, Climate Change, Sustainability, Parks and Countryside

The Council is comprised of all the elected Members

All enquiries, including representations, about any of the items listed below should be made in the first instance to Democratic Services, Town Hall, St Ives Road, Maidenhead. Tel (01628) 796560. Email: democratic.services@rbwm.gov.uk.uk

### FORWARD PLAN

ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date and name of meeting	Date of Council decision (if required)
14	Open -	To seek agreement to establish a Youth Council to complement the existing governance committee structures of the Royal Borough of Windsor and Maidenhead (RBWM) Council.	No	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll), Lead Member for Housing, Communications and Youth Engagement (Councillor Ross McWilliams)	Kevin McDaniel	Internal process	Cabinet 17 Dec 2020	

**N.B. All documents to be used by the decision maker to be listed in the report to Cabinet**

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
School places and projections	Open -	This report provides an update on projected demand for school places in the Royal Borough and may propose options for further development and consultation.	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	External	Cabinet 17 Dec 2020	
Children's Services Capital Programme 2021-22	Open -	Report requests approval of the 2020-21 capital programme in Children's Services	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Adele Taylor	Internal process	Cabinet 17 Dec 2020	
Council Tax Base Report	Open -	To approve the Council Tax Base to be used for 2021-22 budget	Yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 17 Dec 2020	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
16 Draft Budget 2021/22	Open -	Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management Policy.	Yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 17 Dec 2020	
Environment and Climate Strategy (including single use plastic strategy)	Open -	Following public consultation on the Environment and Climate Strategy, an updated version of the strategy document for approval and adoption.	Yes	Lead Member for Climate Change, Sustainability, Parks and Countryside (Councillor Donna Stimson)	Chris Joyce	Internal process	Cabinet 17 Dec 2020	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet



ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
Affordable Housing Provision	Fully exempt - 3	Refurbishment of Council property for Affordable Housing provision	No	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 17 Dec 2020	
Siena Court, Maidenhead	Fully exempt - 3	Surrender of existing lease from the tenant	No	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 17 Dec 2020	
Housing Strategy	Open -	To approve the strategy	No	Lead Member for Housing, Communications and Youth Engagement (Councillor Ross McWilliams)	Russell O'Keefe	Internal process	Cabinet 17 Dec 2020	

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N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
18 Windsor Neighbourhood Plan decision to proceed to referendum	Open -	The draft Windsor Neighbourhood Plan was formally examined by an independent examiner and a number of changes have been recommended by the examiner to ensure that the plan meets the basic conditions as specified in the Regulations. The Forum have now agreed the changes recommended by the examiner in discussion with policy officers. Cabinet approval is now sought for the Windsor neighbourhood plan to proceed to referendum at the earliest opportunity.	Yes	Planning, Environmental Services and Maidenhead (Councillor David Coppinger)	Waite	Internal process	Cabinet 17 Dec 2020	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
Compulsory Purchase Order – Nicholsons Walk Shopping Centre, Maidenhead	Fully exempt - 3	Land assembly for site known as Nicholsons Walk Shopping Centre, Maidenhead.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 28 Jan 2021	
Financial Update	Open -	Latest financial update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 28 Jan 2021	
Budget 2021/22 C	Open -	Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management Policy.	Yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 4 Feb 2021	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
20 Standards and Quality of Education – A Review of the Academic Year 2018-19	Open -	Annual report on progress against the outcomes set by cabinet that highlights overall performance of all pupils in academic year 2018-19 including the attainment of disadvantage pupils. The report we reflect the current position of Ofsted judgements of schools in the Royal Borough and our progress in tracking the participation of 16 and 17 year old students.	No	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 25 Mar 2021	

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
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#### DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes  (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or  (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

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Report Title:	<b>Parking Strategy 2020-2025</b>
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Cannon, Lead Member for Public Protection (including parking)
Meeting and Date:	Cabinet: 26 November 2020
Responsible Officer(s):	Hilary Hall, Director of Adults, Health & Commissioning and Ben Smith, Head of Commissioning – Infrastructure
Wards affected:	All

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## REPORT SUMMARY

1. The report recommends the adoption of a new parking strategy which replaces the previous strategy and supporting policies, for example: enforcement strategy, which have been refreshed. In addition, it brings together a number of existing policies and practices into one document.
2. The strategy recognises and seeks to balance the impact and influence of parking in terms of 'Place' making; commerciality and supporting the Climate Change strategy.
3. The strategy is designed to provide a framework for decision making; policy making; guide financial decisions and help to prioritise and deliver activity in a co-ordinated manner which brings improvements to customers.
4. During 2021, the council will be developing a strategy focussed on opportunity and innovation. The parking strategy promotes the future use of innovative technology (for example: wireless charging and 'Green' projects) and seeks to support economic opportunity by creating infrastructure to promote and support regeneration and development.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Adopts the Parking Strategy 2020-2025 shown in Appendix 1, including the revised enforcement police.**
- ii) **Delegates authority to the Director of Adults, Health and Commissioning in consultation with the Lead Member for Public Protection (including Parking) to make reasonable minor amendments to the Parking Strategy after consideration by the Infrastructure Overview & Scrutiny Panel; Maidenhead and Windsor Town Forums and the Disability and Inclusion Forum**

## 2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

**Options**

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Adopt the Parking Strategy and associated enforcement policy <b>This option is recommended</b>	Adoption of the strategy will provide clear objectives for parking, taking into consideration current and future requirements and brings existing policies and strategy up to date.
Reject the Parking Strategy and retain existing strategy and policies. <b>This option is not recommended</b>	This is not recommended as existing strategies and policies have been updated and refreshed to reflect current conditions.
Amend the Parking Strategy <b>This option is not recommended</b>	This is not recommended as the strategy offers a balance between 'Place' making and commerciality whilst recognising opportunities for future improvement. If there are areas which Cabinet wish to develop in further detail, additional bespoke pieces of work can be commissioned within the framework of the strategy.

- 2.1 The proposed five-year parking strategy for the borough, see appendix 1, draws on the national and local policy context and replaces the adopted 2016 Parking Strategy. Supporting the vision of creating a borough of opportunity and innovation, it seeks to promote and offer maximum flexibility for users of the car parks and thus increase footfall, basket spend, viability of town centres and seven day usage, as well as enhance and support an increase in night-time economy and revenue.
- 2.2 The strategy draws together existing parking and enforcement strategies into one cohesive framework. It is intended to be dynamic with periodic reviews taking account of the latest influences, such as policy and funding. This is particularly important in the context of two major drivers – the implementation of the council's climate change strategy and the ongoing impact of the Covid 19 pandemic.
- 2.3 The strategy includes a high-level plan to capture specific actions which can be implemented on a phased basis. Subject to Cabinet approval, a detailed action plan will be developed which can be used to influence policy and investment decisions going forward.
- 2.4 A revised enforcement strategy has been developed as part of the strategy for approval. A pilot residents discount parking scheme was considered as part of the strategy development but will not be taken forward at this time due to budget considerations.

### **3. KEY IMPLICATIONS**

- 3.1 The influence and impact of parking on 'Place Making'; the financial stability of the Royal Borough and in supporting the Climate Change Strategy is significant. The strategy seeks to provide a balance between these objectives



and provide a framework to guide decision and policy making and help prioritise and manage activity in a co-ordinated way.

- 3.2 Parking is a cross-cutting service and the action plan must be delivered corporately to ensure it is effective. In addition, the strategy may guide future decisions on prioritisation of revenue and capital budgets.

**Table 1: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The Parking Strategy is consciously used to guide decision making; policy making and financial decisions	Not considered	Clear examples of the strategy guiding decision making; policy making and financial decisions			Commencing 1 <sup>st</sup> December 2020
Delivery of the action plan	Not Delivered	The action plan is delivered on the phased basis set out in the strategy with clear outcomes			Commencing 1 <sup>st</sup> December 2020

#### 4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 Approval of the Parking Strategy itself requires no additional funding, however, individual actions set out in Section 14 (Action Plan) may require investment and have financial implications in the future.
- 4.2 Future initiatives within the Action Plan will be subject to the appropriate approval route prior to delivery.

**Table 2: Financial Impact of report's recommendations**

REVENUE COSTS	2020/21	2021/22	2022/23
Revenue Loss	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

CAPITAL COSTS	2020/21	2021/22	2022/23
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

#### 5. LEGAL IMPLICATIONS

- 5.1 The council has the power to operate a parking service and take the actions proposed by and embedded in the strategy. The parking service (including enforcement) is operated under the following legal powers:
- The Road Traffic Regulation Act 1984
  - The Traffic Management Act 2004

- Statutory Guidance issued under Section 87 of the Traffic Management Act 2004

5.2 The Parking Strategy itself has no legal implications. However, a number of the elements embedded with the strategy and the method of delivering them may require significant legal and procurement advice.

## 6. MANAGEMENT

**Table 3: Impact of risk and mitigation**

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
Delivery of the action plan and strategic objectives are not achieved	Medium	The action plan is phased with indicative timescales and a nominated lead officer to drive delivery which seeks to reflect anticipated resource availability and affordability	Medium
The parking strategy is not aligned, conflicts with or does not complement other strategies and policies resulting in lack of clear objectives; inefficiencies and mixed messaging to residents and business	Medium	Parking strategy to be considered in developing new strategy and policy with the objectives recognised and embedded (wherever possible).  Proactive communication with officers and Members to ensure that there is awareness and understanding of the strategy.  Corporate Leadership Team to provide challenge in decision and policy making to ensure that the strategy is recognised and considered	Low
Delivery of the strategy is unaffordable	High	Individual elements of the action plan will be subject to approval. The strategy has been developed to align with the current and projected financial position	Medium
The enduring impact of Covid-19 alters the parking 'landscape' significantly making data;	High	There is no certainty on the enduring impact of Covid-19 on the parking business. The strategy will be reviewed and updated dynamically as the impacts	Medium

Risks	Uncontrolled risk	Controls	Controlled risk
trends and projections embedded in the strategy incorrect resulting in an outdated strategy		become clearer to reflect prevailing conditions	
Covid-19 reduces income to a point which impacts negatively on the financing of the authority	High	Proactive financial monitoring; reporting and decisions made to reflect the prevailing financial position in the short, medium and longer term	Medium

## 7. POTENTIAL IMPACTS

7.1 **Equalities.** The Equality Act 2010 places a statutory duty on the council to ensure that when considering any new or reviewed strategy, policy, plan, project, service or procedure the impacts on groups, including those within the workforce and customer/public groups, have been considered. An EQIA screening assessment has been completed which is available at [Equality Impact Assessment](#).

7.2 **Climate change/sustainability.** The parking strategy is aligned with the Climate Changes Strategy which followed the Council motion to declare a climate emergency. Section 2 (Policy Context) of the strategy sets out key principles which are explored further in each detailed section.

It is recognised that tensions exist between transport policy; climate change and economic viability which impact upon the parking business. The Parking Strategy seeks to strike a balance between these objectives and aims of these themes.

7.3 **Data Protection/GDPR.** The Parking Strategy does not relate to personal data and, a Data Protection Impact Assessment (DPIA) is not required. However, a DPIA will be completed for individual elements of the action plan as they are developed and delivered as required.

7.4 **Covid-19:** the strategy has been developed with recognition of the Covid-19 pandemic. However, the enduring impact on the parking business is unknown and is unprecedented. There are many interlinked factors across all sectors (for example: recovery; economic impact; working practices and travel patterns) which impact the strategy commercially and operationally, Therefore, the strategy must be reviewed to reflect the prevailing conditions as they emerge and be dynamic and flexible, albeit providing a sound base from which to operate.

## 8. CONSULTATION

- 8.1 The strategy has been subject to extensive internal consultation and will be circulated electronically for comment to Members of the Infrastructure Overview & Scrutiny Panel; Windsor Town Forum; Maidenhead Town Forum and the Disability and Inclusion Forum.
- 8.2 In addition, the above Forums will be offered the opportunity to add this item to the work programme at one of their future meetings for discussions if they feel that this would be beneficial. Comments will be shared and considered by the Director of Adults, Health and Commissioning and the Lead Member for Public Protection (including Parking).

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately

## 10. APPENDICES

- 10.1 This report is supported by 1 appendix:
- Parking Strategy (2020 to 2025)

## 11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by 1 background documents:
- [Equality Impact Assessment](#)

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Councillor Cannon	Lead Member for Public Protection (incl. Parking)	16/10/20	26/10/20
Councillor Johnson	Leader of the Council	16/10/20	
Councillor Stimson	Lead Member for Climate Change and Sustainability	16/10/20	
Councillor Clark	Lead Member for Infrastructure	16/10/20	
Duncan Sharkey	Managing Director	09/10/20	13/10/20 & 21/10/20
Russell O'Keefe	Director of Place	09/10/20	
Adele Taylor	Director of Resources/S151 Officer	09/10/20	20/10/20
Kevin McDaniel	Director of Children's Services	09/10/20	
Hilary Hall	Director Adults, Commissioning and Health	09/10/20	13/10/20 & 26/10/20
Andrew Vallance	Head of Finance	09/10/20	
Elaine Browne	Head of Law	09/10/20	16/10/20
Mary Severin	Monitoring Officer	09/10/20	13/10/20
Nikki Craig	Head of HR, Corporate Projects and IT	09/10/20	15/10/20
Louisa Dean	Communications	09/10/20	

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Karen Shepherd	Head of Governance	09/10/20	14/10/20
Chris Joyce	Head of Infrastructure, Sustainability and Economic Development	09/10/20	02/11/20
Barbara Richardson	Managing Director – RBWM Property Company	09/10/20	02/11/20
Chris Pearce	RBWM Propco	Comments on strategy added	

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
Key decision - entered into the Cabinet Forward Plan: 30 <sup>th</sup> September 2020	No	No
Report Author: Ben Smith, Head of Commissioning: Infrastructure (01628) 796147		

# Royal Borough of Windsor and Maidenhead

## Strategic framework for parking 2020-2025

### Executive summary

#### 1. INTRODUCTION

- 1.1. This five-year strategic framework for parking for the Royal Borough of Windsor and Maidenhead draws on the national and local policy context and replaces the adopted 2016 Parking Strategy. Supporting the vision of creating a borough of opportunity and innovation, it seeks to promote and offer maximum flexibility for users of the car parks and thus increase footfall, basket spend, viability of town centres and seven day usage, as well as enhance and support an increase in night-time economy and revenue.
- 1.2. Car travel remains the most prevalent form of transport in the Royal Borough for residents and visitors, thus generating competing demands for sufficient supply of parking for residents, commuters, retail, leisure, tourist and business needs. This demand has to be managed so as to seek to minimise congestion, improve air quality, maximise the use of existing assets and support the economic growth of the borough's towns. 55% of the chargeable spaces in the borough are in Maidenhead, 35% in Windsor and 10% in the rest of the borough. However, in terms of revenue, 60% is generated by Windsor and 40% by Maidenhead.
- 1.3. The strategy draws together existing parking and enforcement strategies into one cohesive framework. It is intended to be dynamic with periodic reviews taking account of the latest influences, such as policy and funding. This is particularly important in the context of two major drivers – the implementation of the council's climate change strategy and the ongoing impact of the Covid 19 pandemic.
- 1.4. The strategy includes a high-level plan to capture specific actions which can be implemented on a phased basis. The action plan can be used to influence policy and investment decisions going forward.

#### 2. LOCAL CONTEXT

- 2.1. Key local contextual drivers which impact on the parking strategy are:
  - The **regeneration of Maidenhead** which will take over some existing car parks leading to the potential need for alternative temporary provision alongside anticipated increases in parking demand. During the lifetime of this strategy, it is anticipated that there will be over 1,000 new homes, 100,000 sqm of Grade A office development, the new leisure centre, new cafes/restaurants and new retail and public realm areas.

- The adoption of the new **Borough Local Plan** which will replace the current Local Plan and which will direct new development in the borough up to 2033.
- The council's **Climate Strategy** and in particular its theme around enabling sustainable transport choices.
- The **Local Transport Plan 2012-2026** which includes the Royal Borough's commitment to reducing carbon emissions associated with local transport networks.
- The **ongoing and unknown impacts of the Covid-19 pandemic** which has seen a reduction in the take up of parking across the borough. Whilst there has been some recovery, particularly in Windsor, the future demand for parking across the borough is likely to be even more volatile.
- Maintenance of **Windsor as an enduring tourist attraction** which includes the Castle, Windsor Racecourse, Legoland and the River Thames.

2.2. The parking strategy needs to address the various challenges in terms of managing parking in the borough which include:

- The need to provide sufficient parking to support economic growth in the area and to seek to retain the viability of commercial and retail units.
- The balance between long and short-stay parking so as to maintain sufficient parking provision across the day for all user types.
- The positioning of long- and short-term parking to maximise the use of car parks.
- The management of parking demand to minimise increasing congestion on local road networks.
- The need to protect resident parking areas from illegal use.
- Developer demands to seek increased parking provision within their developments.
- The need to limit the impact on established Air Quality Management Areas (AQMAs).
- The complicated tariff system across the borough's car parks which has grown over time.

### 3. STRATEGIC FRAMEWORK

3.1. Taking account of the local context and the challenges facing the Royal Borough, the strategic framework for the management of parking and parking enforcement in the borough is built around:

- Future strategies for Windsor, Maidenhead and the wider borough.
- On street parking.
- Tariff system.
- Special parking.
- Private non-residential parking.
- Technology.
- Enforcement.

3.2. These areas are explored in more detail in the Strategy and subject to Cabinet approval, a detailed action plan will be developed to deliver the aims. In the

meantime, a proposed trial resident discount scheme was considered but will not be taken forward due to the budget considerations. However, a revised enforcement policy has been developed for approval as part of the overall Strategy, see appendix 2 of the full strategy.

## Windsor



### Current position:

**Income:** The number of spaces in Windsor restricts the level of income that can be obtained, especially as the town has multiple users and an all-year demand. Windsor has higher income per space than any other part of the borough but only supports around 30% of the council's public parking provision.

**Seasonal congestion:** The yearly demand in Windsor increases in the summer, during school holidays, bank holidays and festivals such as Christmas. The increase in demand is not catered for as there is limited uplift in the number of spaces provided during these periods. The town currently has multiple small, town centre car parks, the majority of which are surface and have limited scope for increased provision.

**Shopper/tourists:** Windsor has a unique user profile which not only generates a 7-day demand, but also a night-time demand for parking. The challenge in balancing the demand between long and short stay in Windsor is key. Shoppers tend to be defined as short-stay and wanting to be as close to their destination as possible; the visitor more likely long stay, but with a similar destination. They may be prepared to consider an alternate location or mode to get them there, as they have more time to spare.

**Economic success:** The continued growth of the town is integrally linked with parking as it supports increases in footfall for all aspects of the town. However, this



increase can also create negative aspects with increased traffic and congestion, which can deter visitors.

**Future strategy:**

- An overall increase in parking for the town centre is warranted, although any increase needs to be carefully planned to address climate, congestion and access issues to the town centre.
- The parking provision needs to be flexible to allow for the seasonal fluctuation. This could be achieved by zoning the car parks and defining current and future more by user, rather than seeking to mix long/short stay.
- The town could benefit from an increase in long-stay parking. This could allow a rationalisation of the town centre car parks, switching town centre spaces to short stay, with limited increase in volume in the town centre. The nature of the long-stay user would promote other options such as park and ride.
- Windsor has an established on-street parking provision for public use, which has evolved over time. The demand on these areas is increasing and there is a need to review and consider how these can be expanded, while retaining sufficient protection for residents.

**Maidenhead**



**Current position**

**Income:** Maidenhead has a plan to increase the level of parking within the town centre and to rationalise the tariff system in order to make better use of the car parks in line with the proposed growth of the town. Maidenhead has the highest number of spaces in an individual location; as such the income per space needs to be maximised.

**Seasonal congestion:** There is a marginal variation in demand during school holidays, bank holidays and festivals such as Christmas. The demand is generally

centralised to key town centre car parks where short and long-stay users compete for spaces.

**Shopper/Tourists:** Maidenhead's parking demand is more focused on retail, employment and commuters. The town has more daytime based demand across the week, with limited demand for evening and weekend parking.

**Economic success:** The continued growth of the town is integrally linked with parking as it supports increases in footfall for all aspects of the town, especially the potential for a night-time economy.

**Future strategy:**

- The overall increase in parking, the rationalisation of car parks and the management of where short and long-stay and permit/season ticket holders are located should provide an increase in short-stay parking in the centre of the town at the two main retail car parks.
- The regeneration proposals seek to generate sufficient short and long-stay spaces to meet the demand, seeking to balance the demand between long and short-stay while minimising their impact on the town and its specific environmental issues such as the AQMAs. However, the tariff structure needs to encourage use of edge of town car parks for long-stay and maximise the remaining town centre car parks for retail etc.
- The use of a zonal system to maximise use of spaces in the town centre and to accommodate future growth will concentrate provision and ensure the town's long-term viability throughout the week.
- Maidenhead has no formal on-street paid parking areas. As the town centre is consolidated and tariffs amended, there may be a level of displacement. Therefore, surrounding roads need to be protected for use by residents, while considering the options for shared use or waiting restrictions to limit further displacement and impact on edge of town communities.

**The wider borough**

Location	Current position	Future strategy
Ascot, Sunningdale and Sunninghill,	These areas have limited council operated facilities. In many cases, the public parking spaces are free and controlled by time limits in terms of use. These locations are subject to growth and future development which will encourage visitors from outside the area, already leading to congestion and under provision. The primary means of access will be by car, given the limited public transport facilities and dispersed nature of the population across a wider area outside the towns' urban limits.	The development in and around these locations is increasing demand on the current parking provision. As such there needs to be a review of the current control on these spaces which may lead to a change in control or an increase in provision subject to environmental and other policies. In many cases, certain roads in the area are resident permit only and any changes to off and on street parking will need to consider this and need to prevent any additional displacement.

<b>Location</b>	<b>Current position</b>	<b>Future strategy</b>
Smaller villages or hamlets	Smaller areas such as Datchet and Eton have differing types of parking on and off street. The parking is heavily influenced by commuters and tourists. These areas have pay and display on and off street, resident parking limits and unrestricted parking. The areas are often subject to multiple small-scale developments which support the local amenities.	The scale of any increase in provision would need to be assessed against the current users seeking to balance demand between residents, shoppers, commuters and tourists. There is limited land for car park extensions. Therefore, any increases are likely to be on street and would need to consider current resident requirements, thus suggesting the possibility of increased shared use spaces.
Rural areas	The majority of the rural car parks are linked to recreational areas, for example: Windsor Great Park or the River Thames.	Due to the environmental constraints there is limited scope to expand these facilities; however, their location is optimum to promoting their use to improve health and well-being.

### **On street parking**

3.3. There is a large stock of on-street car parking in the borough, particularly in towns and villages. To maximise the use of on-street car parking, it is proposed that:

- The number of car club and electric vehicle spaces is increased.
- The option for converting some resident parking areas to shared use is reviewed.
- On street public parking provision across the borough is expanded.
- The option to remove some of the on-street parking machines in favour of additional pay by phone signage is reviewed.
- New developments with limited parking or car free are not permitted resident permits.

### **Tariff system**

3.4. There is scope to simplify and standardise the council's tariff system, see below. The evening tariffs are different in that the charges between 6pm and 9pm will use the standard tariffs; after 9pm there will be a fixed tariff until 6am or the time the car park is closed.

- One hour
- Two hour
- Three hour
- Four hour
- Five hour
- Five hours plus
- Evening 6pm to 9pm

- Evening after 9pm

3.5. In addition, the council will consider standardising the season ticket tariff system.

### **Special parking**

3.6. There is a large number of users who have specific parking requirements that cannot be catered for by the general arrangements and the focus for this parking strategy is on blue badge and Shopmobility as the key special parking provisions. It is proposed to:

- Review the current blue badge location and level of provision.
- Retain and expand Shopmobility in Maidenhead.
- Review Windsor Shopmobility provision.

### **Private non-residential car parking**

3.7. There are two main types of private parking in the borough: those that are for public use but managed by private operators; and those that serve businesses and retail outlets but offer their spaces to the council for evening or weekend use. Private public car parking is limited across the borough, with the majority linked to railway stations, major retail centres such as Windsor Yards and general use such as Castle car park in Windsor. These car parks are monitored in terms of their tariff and ticketing offers by the council, so that they can be compared to the council offer and comparable rates as appropriate. A number of businesses in the town centres have basement, deck and surface car parks that are used by those premises Monday to Friday, are often vacant at night and at weekends. These are offered to the council to manage during these low usage periods to increase parking provision. As examples, Windsor has Windsor Dials, which allows Alma Road to increase its weekend provision, and Maidenhead has Keys Place.

3.8. It is proposed to:

- Maintain oversight of the private parking provision in the towns and compare with the council's own provision seeking to consider market share.
- Seek to use the planning system to promote use of private parking for public evening and weekend use.
- Retain the option as national guidance evolves to consider other options such as parking levies.
- Promote Travel Plans to reduce parking provision within current and new developments.

### **Technology**

3.9. Technology continues to play an increasing role in parking which improves the customer experience, as well as providing more efficient management of income across the car parking estate.

3.10. In order to continue to maximise the use of technology and meet customer aspirations, it is proposed to:

- Monitor the technical enhancements for payment technology either at machines or remotely and seek to increase the level of automation to the current and future system.

- Increase the provision of electric charging sites in car parks, key locations and on street.
- Promote the Car Share scheme.
- Increase the number of publicly accessible Car Club spaces in the town centres working with operators and developers.
- Enhance the use of the Variable Message Signs (VMS) system in terms of customer information in Maidenhead.
- Consider expanding the VMS system to Windsor and possibly on strategic links into the borough.
- Enhance the digital information provided to customers including real time data on car park capacity and location of spaces.
- Increase the electric charging facilities for other electric based vehicles (cycles, motorbikes and scooters).
- Review and update electric charging systems as technology progresses.
- Investigate introducing on street sensors to provide availability of spaces via an app for specific users such as blue badge or general public spaces.
- Review options for increasing parking provision on current or new car parks via use of decks, basements or multi storey provision.
- Consider increased use of park and ride as a means of increasing parking numbers, but in line with environmental policy to limit vehicle trips to town centres.
- Review the progress of autonomous vehicles and investigate their future opportunity to limit need for town centre parking in favour of demand use only.

### **Enforcement**

3.11. Parking and traffic enforcement is central to the council's overall approach to transport and has as its primary purpose, the achievement of traffic management objectives, through encouraging compliance with traffic regulations. Effective enforcement assists the council in delivering its wider transport objectives.

3.12. In order to achieve an effective balance between management and enforcement, it is proposed that the council:

- Considers increasing the role of the Civil Enforcement Officers to educate motorists and help them comply with traffic regulations rather than standalone enforcement.
- Expands the use of static camera enforcement for specific locations such as school entrances.
- Considers additional upgrades to the control centre as digital static and mobile enforcement increases.
- Seeks to promote expansion of static and mobile enforcement use outside of London.
- Considers providing dual purpose enforcement and monitoring facilities to increase its data collection capability and cross department sharing of data.
- Adopts the refreshed parking enforcement policy (see appendix 2 of the full strategy).

## **Appendix 1**

# **Royal Borough of Windsor & Maidenhead**

## **Parking Strategy**

**2020 to 2025**

**November 2020**



## CONTENTS

Section 1	Introduction
Section 2	Local Context
Section 3	Regeneration and Place Making
Section 4	Challenges and Options
Section 5	Current and Future Baseline Parking
Section 6	On Street Parking
Section 7	Financial Summary
Section 8	Special Parking
Section 9	Private and Non-residential Parking
Section 10	Technology
Section 11	Enforcement
Section 12	Strategy
Section 13	Action Plan

### **Appendix 1 Borough Local Plan Policies**

### **Appendix 2 Enforcement Policy**

### **Appendix 3 Technology**



## 1. INTRODUCTION

- 1.1.1 This document sets out a parking strategy for the Royal Borough of Windsor and Maidenhead. It draws on the national and local policy context and will replace the adopted 2016 Parking Strategy.
- 1.1.2 The council will use the strategy to build on its vision of creating a 'Borough of Opportunity & Innovation'. The parking strategy will seek to promote and offer maximum flexibility for users of the car parks and thus increase footfall, basket spend, viability of town centres, seven-day usage, as well as enhancing and supporting an increase in night-time economy and revenue.
- 1.1.3 This strategy is intended to be a dynamic strategy that considers the latest influences (such as policy and funding) and will be periodically reviewed.
- 1.1.4 The strategy is set out for the next five-year period including how parking will be enforced across the borough until 2025.
- 1.1.5 Car travel remains the most prevalent form of transport in the Royal Borough for residents and visitors, thus generating competing demands for sufficient supply of parking for residents, commuters, retail, leisure, tourist and business needs. This demand has to be managed so as to seek to minimise congestion, improve air quality, maximise the use of existing assets and support the economic growth of the towns, addressing national and global climate related issues.
- 1.1.6 The parking issues are varied across the borough with each location having its own unique issues. However, there are two key issues which tend to be consistent throughout and these are increasing pressure on parking and parking capacity.
- 1.1.7 This document seeks to tackle parking matters of most importance to residents, businesses, retailers, visitors and other users based on an investigation of parking issues in the borough, and the latest parking research and best practice. It sets out overarching strategic aims for parking, supported by objectives and detailed parking principles with an outline action plan for the next two to five years with areas of focus beyond this period.
- 1.1.8 The document does not seek to cover all aspects of parking in detail or to report on specific operational matters or performance.
- 1.1.9 Likewise, the document does not seek to address the complex issue of parking standards – this would set the parking levels for various types of development in different areas across the borough. The current Supplementary Planning Document (SPD) dated 2014 is due to be updated as part of the Borough Local Plan review in 2020/21. This strategy sets the future development of parking in the borough, ensuring a consistent and well-founded approach which meets the needs of visitors, local residents and businesses.
- 1.1.10 The strategy includes an understanding of how it will have an impact on and influence, 'Placemaking', climate change and financial sustainability encompassing both the car park estate and on-street parking across the whole of the Royal Borough.





1.1.11 In summary the strategy will provide an action plan with a phased implementation of proposals.

1.1.12 The strategy has been developed recognising the Covid-19 pandemic. However, the enduring impact on the parking business is unknown and is unprecedented. There are many interlinked factors across all sectors (for example: recovery; economic impact; working practices and travel patterns) which impact the strategy commercially and operationally. Therefore, the strategy must be reviewed to reflect the prevailing conditions as they emerge and be dynamic and flexible, albeit providing a sound base from which to operate.

## **1.2 Purpose of the Strategy**

1.2.1 The purpose of this strategy is to provide a comprehensive policy and delivery statement about how parking will be promoted and managed in line with statutory powers, national and local policy and contribute towards achieving the Borough Local Plan, Climate Change Strategy, Medium Term Financial Plan, Local Transport Plan, local objectives and outcomes.

1.2.2 The parking strategy needs to address the various challenges in terms of managing parking in the borough which include:

- The need to provide sufficient parking to support economic growth in the area and to seek to retain the viability of commercial and retail units.
- The balance between long and short-stay parking to support the various users so as to maintain sufficient parking provision across the day for all user types.
- The positioning of long- and short-term parking to maximise the use of car parks.
- The management of parking demand to minimise increasing congestion on local road networks.
- The need to protect resident parking areas from illegal use.
- Developer demands to seek increased parking provision within their developments.
- The need to limit the impact on established Air Quality Management Areas (AQMA's).
- The complicated tariff system across the borough's car parks which has grown over time.

## **1.3 Developing the Strategy**

1.3.1 To ensure that the Parking Strategy is kept up to date, the Council will undertake periodic reviews to take into account developments of the policy and funding context, as well as other influences on the strategy. It can therefore be seen as a dynamic document which evolves over time rather than being a static strategy requiring a review in parallel with local plan policy every five years. The five-year period of the strategy will align with the review period for the Local Transport Plan.

## 2. LOCAL CONTEXT

### 2.1 Borough Characteristics

2.1.1 The Royal Borough of Windsor and Maidenhead is a unique borough, made up of two major urban conurbations Windsor and Maidenhead, smaller urban areas such as Ascot, Sunningdale and Sunninghill, small villages or hamlets and a significant area of the borough which could be defined as rural. There are both vibrant visitor destinations, where congestion is a live issue and demand for parking is unmet and growing towns, with excellent transport links to London, these are significantly attractive to commuters and the town centre regeneration is a key strategic priority and avoiding congestion is a must.

2.1.2 The table below suggests that car ownership between 2001 and 2011 in the borough has remained consistent as has the ownership in the larger conurbations across Berkshire and the South East. However, it is anticipated that in the 2021 census ownership especially within city and town centre locations will indicate the following:

- A reduction or slowing as developments are occupied with low or car free provision.
- A reduction in younger drivers purchasing vehicles in favour of the city/town centre lifestyle, as well as cost of insurance/running.

**Table 2.1 Average Car Ownership per Household**

Location	Car Ownership (Average Per Household)	
	2001 Census	2011 Census
South East (Excluding Greater London)	1.3	1.4
Berkshire	1.4	1.4
Royal Borough of Windsor and Maidenhead (RBWM)	1.5	1.5
Windsor	1.5	1.5
Maidenhead	1.5	1.6
Ascot	1.6	1.7

2.1.3 The table does indicate that over 13% of dwellings in the borough do not own a car, which is lower than across Berkshire and the South East, but it highlights that other areas are witnessing an increase in car-free or low-car developments and ownership changes.



**Table 2.2 Summary of Number of Vehicles against premises**

	No Car	1 Car	2 or More Cars	Total Car Ownership
South East (Excluding Greater London)	18.60%	41.7%	39.7%	81.4%
Berkshire	16.70%	40.6%	42.7%	83.3%
Royal Borough of Windsor and Maidenhead (RBWM)	13.30%	40.2%	46.5%	86.7%
Windsor	12.3%	40.3%	47.4%	87.7%
Maidenhead	11.40%	38.5%	50.1%	88.6%
Ascot	8.30%	36.0%	55.6%	91.7%

- 2.1.4 The other trend is that across all genders and age groups there is a reduction in miles driven since 2014. This is in parallel to the premise that the use of other modes of transport is becoming more prevalent, especially for shorter journeys around town.
- 2.1.5 The 2011 census shows that for those working in RBWM, over 75% of trips are made by car drivers or passengers.
- 2.1.6 The borough has a fairly balanced in/out-bound flow profile for work trips, with some 37,000 people entering the borough and around 35,000 exiting the borough across all travel modes within the peak hours. When considering car/van only, the inflow is around 29,000 and those leaving around 26,000. The table below shows the top five locations for people and car/van trips to and from the borough,

**Table 2.3 Main Origin and Designation for vehicle trips to and from borough**

Inbound People	Inbound Car/Van	Outbound People	Outbound Car/Van
Slough	Slough	Slough	Slough
Bracknell	Bracknell	Hillingdon	Hillingdon
Wokingham	Wokingham	Westminster	Wycombe
Wycombe	Wycombe	Wycombe	Bracknell
South Bucks	South Bucks	Bracknell	Wokingham

- 2.1.7 The table shows that a high proportion of the people and car/van trips are from and to local destinations in adjacent council areas. The only outstanding designation is Westminster which highlights the main rail-based movement of people from the borough to London. This clearly indicates that Maidenhead Station is an attractive means to access London for residents and commuters.

## 2.2 Short-Term Considerations

- 2.2.1 There have been, and will continue to be, major changes in parking provision as the regeneration and improvement programmes are delivered. This is particularly prevalent in Maidenhead as a number of the regeneration sites incorporate existing car parks. The strategy needs to consider the need for alternative temporary provision through this period coupled with the anticipated increases in parking demand, notwithstanding the unknown and enduring impact of Covid-19.



## 2.3 Borough Local Plan

- 2.3.1 The Borough Local Plan (BLP) is a plan for the future development of the borough and will identify the main locations for new development within the borough and provide a policy framework for the determination of planning applications.
- 2.3.2 When adopted, the plan will replace the current Borough Local Plan and the Maidenhead Town Centre Area Action Plan (MTCAAP) and will direct new development in the Royal Borough of Windsor and Maidenhead up to 2033.
- 2.3.3 The BLP identifies how much development is being planned in the borough for the period to 2033 and shows through the spatial strategy how this will be distributed. It includes strategic policies on a range of issues, including transport, housing, employment and infrastructure, and strategic site allocations.
- 2.3.4 Planned development will increase residential and commercial footprints over a number of years which, in turn, is likely to see population growth. Subsequently, behavioural patterns and the application of policies will influence parking. Therefore, a review of parking standards at an appropriate point in in the Borough Local Plan and Local Transport Plan cycle is recommended.
- 2.3.5 The table below sets out a summary of the Borough Local Plan policies that can be related to parking, which are set out in Appendix 1.

**Table 2.4 Summary of Local Plan Policies**

<b>Policy Ref</b>	<b>Policy Name</b>
EP2	Air Pollution
EP4	Noise
IF1	Infrastructure and Developer Contributions
IF2	Sustainable Transport
SP1	Spatial Strategy for RBWM
SP2	Sustainability and Placemaking
SP3	Character and Design of New Development
TR1	Hierarchy of Centres
TR2	Windsor Town Centre
TR3	Maidenhead Town Centre
TR4	District Centre
TR5	Local Centre
TR6	Strengthening the role of Centres
TR7	Shops and Parades outside defined centres
TR8	Markets
VT1	Visitor Development

## 2.4 Climate Strategy

- 2.4.1 The council's Climate Strategy seeks to set out a vision where the community collectively works together to achieve a sustainable future, protecting and enhancing the natural environment and achieving net zero carbon emissions by 2040.
- 2.4.2 The document is structured around four key themes, each of which has an overarching aim and defined objectives.

#### THEME 1: CIRCULAR ECONOMY

Reduce waste and consumption, increase material re-use and increase recycling rates in the borough

#### THEME 2: ENERGY

Reduce energy consumption and decarbonise supply

#### THEME 3: NATURAL ENVIRONMENT

Cleaner air, higher water quality and increased biodiversity

#### THEME 4: TRANSPORT

Enable sustainable transport choices

- 2.4.3 Although transport is relevant to all the themes, the primary one in relation to the Parking Strategy is Transport.
- 2.4.4 The strategy is designed to be reactive to future evolutions in technology, behaviour change, wellbeing and lifestyle changes which will support and direct future activity and investment in climate strategy.
- 2.4.5 Theme 4 has three main objectives:
- Improve health and wellbeing and reduce environmental impact through active transport (cycling and walking).
  - Enable the transition to more sustainable transport use.
  - Support integration of transport options and support innovative smart mobility solutions.
- 2.4.6 To achieve the climate change objectives, the council will need to work in collaboration with business, industry, residents and community groups to achieve the local targets and make this a reality.
- 2.4.7 To meet the net zero threshold by 2040 will also require liaison with neighbouring councils, the LEP, major utility companies, car industry and developers, and an increase in funding. The council will seek to work with these bodies to lobby Government for funding to tackle the climate crisis.
- 2.4.8 The borough is subject to a wide range of transport modes (car, HGV, buses, trains and airplanes) that will need to be addressed in parallel to meet any targets, especially those linked to air quality. The most dominant of these will be from car trips to and from and through the borough.

## 2.5 Local Transport Plan

- 2.5.1 The Local Transport Plan (LTP3) for the Royal Borough of Windsor and Maidenhead for 2012 to 2026 was adopted in July 2012. It comprises a long-term strategy to 2026 covering all forms of transport in the borough. The Local Transport Plan is being updated and the parking strategy and impact of Covid-19 will be reviewed, updated and integrated into the wider LTP in the future



- 2.5.2 The current Local Transport Plan sets out a range of policies that will determine how transport is provided within the borough. It is intended that further detail will be provided by a range of supporting documents covering specific topics, such as air quality, noise and parking, as well as a series of Neighbourhood Plans, which are being developed in partnership with local communities as part of the Localism Act.
- 2.5.3 This plan has been produced in accordance with the Local Transport Plan Guidance issued by the Department for Transport in 2009 and takes into account national and local policies and plans.
- 2.5.4 The document defines the over-arching objectives, which reflect both local priorities and central Government's over-arching principles. These are:
- To improve access to everyday services and facilities for everyone
  - To improve road safety and personal security for all transport users
  - To support sustainable economic growth
  - To improve quality of life and minimise the social, health and environmental impacts of transport
  - To mitigate and adapt to the effects of climate change.
- 2.5.5 The Royal Borough is committed to reducing carbon emissions associated with local transport networks in order to help mitigate future increases in global temperatures. Road transport accounts for just over 37.5% of local emissions, which is higher than the industry / commercial and domestic sector emissions. The other challenge is ensuring that local transport infrastructure is designed to cope with extreme weather events, including flooding and high temperatures.

## **2.6 Unforeseen Situations**

- 2.6.1 The policies and characteristics set out above are based on "normal or average" living conditions; however, this is not always the case. In the past the Borough, nationally and globally have been impacted by travel disruption which can be due to natural disasters (climate/weather), terrorist acts and diseases, such as the current Covid-19 pandemic.
- 2.6.2 At the time of preparing this Parking Strategy the Covid 19 pandemic is ongoing and as such parking demand across the borough, country and world has been significantly impacted due to the shutting down of air travel, the reduction in public transport provision and lock down preventing individual travel to work, shopping, leisure, tourism and holidays.
- 2.6.3 The borough not only has the normal demands of a borough with multiple urban conurbations, it also has major tourist attractions and with the Great Western Line, Windsor to Waterloo line and Elizabeth Line running through the borough any of the stations act as attractors for users from in and outside the borough.
- 2.6.4 The Covid-19 situation has seen a reduction across all user types:
- Employees driving to work
  - Employees travelling by public transport to work
  - Commuters travelling to station car parks for work
  - Trips to and from retail centres or high streets by car
  - Trips to and from retail centres or high streets by public transport
  - Trips to and from tourist attractions by car



- Trips to and from tourist attractions by public transport
- 2.6.5 These changes in travel patterns have the greatest impact on parking, both private and public sector. The period of impact cannot be defined, and the level of impact mitigated within any single policy. However, these events do highlight how differing public car parks are impacted, subject to location and the user types of the car parks.
- 2.6.6 As an example, at the start of the pandemic in March 2020, car parks in Maidenhead and Windsor had less than 5% occupancy, whereas five months into the pandemic Windsor increased to around 60% occupancy, whereas Maidenhead is still only at 30% occupancy.
- 2.6.7 This pattern highlights a number of points as set out below and illustrates that the parking policy moving forward needs to be sufficiently flexible to address and consider such events.
- The tourism attraction at Windsor has led in part to the increased occupancy, which is linked to the need for UK residents to “home vacation”.
  - Other town centres have higher increases in occupation than Maidenhead; this is due to the retail offer, the high level of commuter usage or the high level of permit/season ticket employee-based trips.



### 3 REGENERATION AND PLACE MAKING

- 3.1.1 There are two main conurbations in the Borough, Maidenhead and Windsor, which are currently, or in the near future going to be subject to major regeneration proposals in terms of place making, increase in attraction, uplift in town centre living, increase in commuter trips, uplift in tourism and economic growth.
- 3.1.2 Each of them will have a differing model, however, below seeks to demonstrate how there is a need to create new places for people, which will impact on the current and future parking demands, while also seeking to promote the sustainable and climate lead objectives of the council. Similar models can be utilised in the smaller towns and rural areas of the Borough to promote regeneration, place making while maintaining accessibility.
- 3.1.3 The car parks act for many of the towns as an arrival point or gateway to many of the towns, as such these are often the first view and welcome to the town. Within Section 10.2 of this report the customer experience is a key factor moving forward and this will promote enhancements in both the current and new car parks linked directly to the on-going redevelopment and regeneration proposals.
- 3.1.4 The regeneration programme will improve economic development opportunities, connectivity, and the borough's status as a major tourism destination does and will continue to generate an increase in parking demand across the borough.
- 3.1.5 This regeneration programme will enable the council to reimagine and reinvent public spaces, thus strengthening the connection between people and the places they inhabit and interactive with daily. Place making is a collaborative process which seeks to not only promote better urban design but generate creative thinking as to how places can be better utilised with respect to the physical, cultural and social identity of a town or place.
- 3.1.6 The level of regeneration, especially in Maidenhead, is significant and is beginning to change the character of the town, by creating a day and night-time economy by replacing the dominance of employment and retail with town centre living and the café/restaurant environment to support that culture. However, placemaking is community led and as such there is a need to build on current local community assets, inspiration and potential so as to create quality public realm that will contribute to health, happiness and well-being of the current and new users of the environment.
- 3.1.7 In many cases this may lead to redefining areas of the town, such as cultural, community, heritage, retail, commercial, recreational and how these places interact, noting that each will have differing user types and modes seeking access to them. The approach needs to provide equality across all users. Also, the creation of areas or zones in a town or urban area, can also be utilised for parking, where there is a dominance for commuter, retail, leisure etc, with each again having their own specific requirements for access and use.
- 3.1.8 The creation of an enhanced public realm through the regeneration of poorly utilised areas of the town, the better connectivity between areas and the creation of additional demand for those areas will be achieved through visionary town centre master planning. However, to maximise the benefit of these areas and their





viability and economic growth they must maximise their accessibility. This requires consideration of those travelling to and from the area and not just those that live/work in these new developments.

- 3.1.9 The placemaking principles also extend to the ease of journey to and from the site for all modes. In terms of parking, it relates to their location, ease of access, their provision for all users, their environment, their connectivity to the town and in part the pricing. The council has a number of surface and multi storey car parks across the borough, many of which are located in town centre locations, which require high volumes of vehicle movements to penetrate the centres of Maidenhead and Windsor, thus having a material impact on the environment.
- 3.1.10 The regeneration process allows these to be reviewed and where appropriate redeveloped, consolidated, user types changed, type of parking provision changed, and older facilities upgraded to enhance the use for the customers. These changes will also allow the council to begin to address the environmental impacts parking does create while balancing its need to support the regeneration and economic growth of these town centres. As with any place making the location, access and how the car park is utilised is critical when seeking to create public realm and how all users will utilise the facilities.
- 3.1.11 Within the borough the users of the car parks are varied: residents, commuters, shoppers, employees, visitors, mobility impaired, tourists and in certain car parks council employees. These all need to be considered, with each having unique requirements and demands and their impact on the towns being very different, but all need to be considered as each result in benefits and disbenefits to the town they utilise.

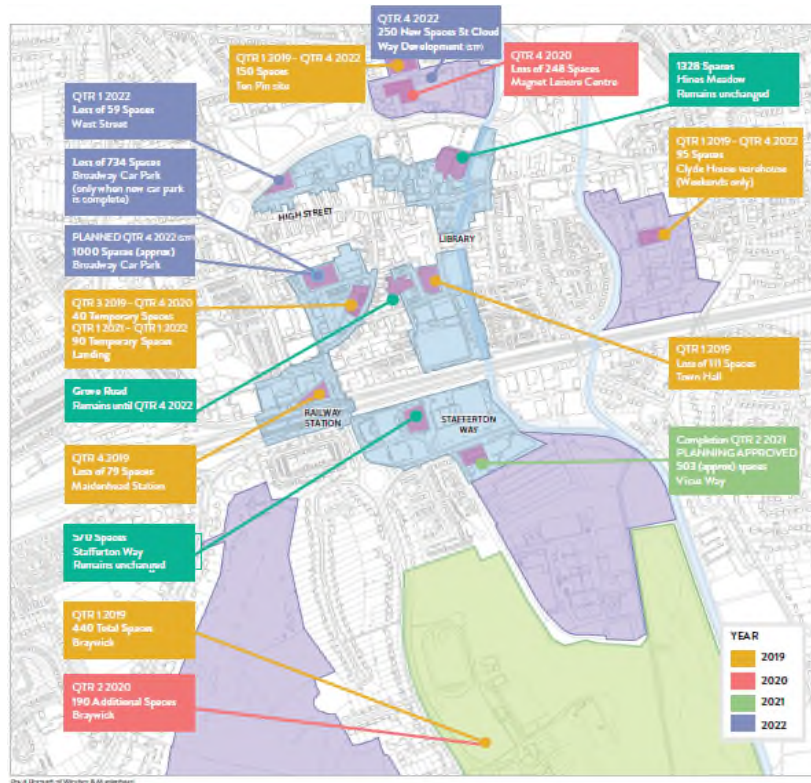
### **Maidenhead**

- 3.1.12 The vision for Maidenhead is being realised as the town is being transformed through the council's commitment to delivering creative and inspiring schemes to achieve better place making, a vibrant economy, spaces for people and better movement and accessibility of the town centre.
- 3.1.13 This town is currently witnessing major regeneration which is being led by the council working with its JV partner and other private sector developers. Under the partnership there are ambitions to build a thriving town centre with new homes, shops, businesses and community areas for residents old and new to enjoy.
- 3.1.14 The town is anticipated in this strategy's timeline to generate over 1,000 new homes, 100,000 sqm of Grade A office development, a new leisure centre, new café/restaurants, new retail and public realm areas. This is likely to be doubled/tripled across the Local Plan period based on the current call for sites and the Government guidance on housing numbers.



**Figure 3.1 Future Visuals of Regeneration Projects in Maidenhead**

3.1.15 As defined above and shown in the plan below, Maidenhead is going to witness major change in town centre regeneration and rejuvenation. As such the council is seeking to manage this change and maintain and grow parking in the town centre where appropriate to maintain access to the town during this transition period, but also be considerate of the climate and environmental policies.



**Figure 3.2 Regeneration Projects in Maidenhead**

3.1.16 The council has led the regeneration process, by promoting redevelopment of four of the current town centre car parks into residential development: Town Hall, Magnet Leisure Centre, West Street and Grove Road. The redevelopment of these sites will generate in excess of 1,000 residential units but result in the loss of around 500 town centre spaces.

3.1.17 In addition to these car parks, the front forecourt of the Railway Station is being redeveloped into a public plaza area, with limited vehicle access, to support the



improved connectivity of the station with the town centre, which will result in the loss of a further 79 spaces.

- 3.1.18 The town is subject to other major redevelopments: Chapel Arches, The Landing, Statesman/Braywick Park and the Nicholson Centre. The Nicholson Centre redevelopment will see demolition of the current car park in 2021, it will be rebuilt as part of the new town centre redevelopment and will include public and a proportion of lease/permit spaces for the offices. The planning application submitted in May 2020 for Nicholsons Centre is still to be determined.
- 3.1.19 In addition to the redevelopment sites, there are new employees seeking to relocate to Maidenhead and secure parking within the council car parks and the introduction of the Elizabeth Line will see an increase in the demand for season tickets. This demand has inevitably been affected by Covid-19 in the short term.
- 3.1.20 The council has engaged in two main parking projects as part of this long-term strategy. The new Braywick Sports Centre includes additional parking through a 3-phase approach (220-440-630 spaces) and a new multi-storey car park at Vicus Way for 500 long-stay spaces scheduled for mid-2022.
- 3.1.21 The Vicus Way car park supports the growth and viability of Maidenhead, offering flexibility in location and an increase in season ticket provision for the town. The scheme also supports the rationalisation of current town centre car parks, limiting vehicle movements to the edge of town in accordance with the climate objectives and facilitating the wider town centre redevelopment when key car parks will be out of use for periods of time.
- 3.1.22 These coupled with short term small surface car parks negotiated with the private sector developers will allow the council to manage demand and loss over this transition period. This approach also provides the council with the flexibility to maintain provision for season ticket holders as car parks are removed and closed, offering them an alternative in the town.
- 3.1.23 The changes also allow the council to review its employee parking policy and seek to relocate such spaces to the edge of town, thus reducing trips in the centre and seeking to support the climate agenda.

## **Windsor**

- 3.1.24 Windsor does not have such an advanced regeneration strategy as Maidenhead, however with nearly all the car parks within the town centre, thus drawing traffic into the AQMA areas, there are considerations for certain car parks to be redeveloped in the future such as Alexandra Gardens, Alma Road and Coach Park, so as to reduce vehicle trips into the centre.
- 3.1.25 In addition, the council controls the Victoria Street car park, a 1960s MSCP, which in the future, may require major works.
- 3.1.26 The council in the past, has secured park and ride facilities at Centrica and the racecourse and considered a park and rail scheme in 2008. Given the limited space in the town centre and access through narrow residential roads which will



increase environmental issues in the town, it may be necessary for any regeneration proposals to consider wider parking considerations outside the town area.

3.1.27 The borough also has a number of major tourist attractions, predominantly around Windsor, Windsor Castle, Windsor Racecourse, Legoland, the Thames and other locations. The council working with the relevant operators would seek to grow the visitors to these locations. As such there may be a need to review and reconsider current practices such as the Legoland Park and Ride.

3.1.28 As with any major tourist destination, the area witnesses significant demand throughout the year, but especially in the summer, school holidays and during events. The town has limited scope to accommodate these demands and as such will have a suppressed demand, that could offer additional revenue, if the regeneration and possible replacement parking can be managed and seek to adhere and improve on current and future climate related policies.

### **Ascot**

3.1.29 The main parking managed by the council is on street. The town is subject to both consented and likely forthcoming applications for increased redevelopment, especially around the High Street. This will increase the local population and provide additional economic benefit to the town. This increase may be lessened if additional parking is not forthcoming to support this increase demand for access to the High Street.

### **Regeneration Summary**

- The parking portfolio needs to remain flexible and fit for purpose as the town centres are subject to regeneration and rejuvenation.
- The council seeks to maintain parking provision during any regeneration period, to support the remaining land uses in the town centre.
- The car parks need to be utilised to their maximum benefit for the towns to increase footfall, economic growth and make the user want to visit the towns.
- If car parks are not fully utilised, located in areas that may raise environmental issues or could be replaced, then these should be considered for redevelopment.
- Car parks in the town centres should be reviewed in terms of the user type and which land uses they are optimum to support and therefore could be subject a new zonal definition.
- If car parks are to be assessed zonally, then there would be a case to review where season/permit ticket users are located.



## 4 THE CHALLENGES

### 4.1 Introduction

4.1.1 As defined previously the Royal Borough of Windsor and Maidenhead is made up of five distinctive and vastly differing areas, each of which have specific challenges

- Windsor
- Maidenhead
- Ascot, Sunningdale and Sunninghill,
- Smaller villages or hamlets and
- Rural areas

4.1.2 The following section seeks to define in part the overlapping challenges and those specific to each of the five areas. The previous chapters have highlighted some of the local issues these are consolidated and summarised in the following chapter.

### 4.2 Shared Challenges

4.2.1 The following list is a set of shared or universal challenges which subject to their scale will influence how parking in these areas should be considered:

- Need to provide sufficient parking to support economic growth in the area and to seek to retain the viability of commercial and retail units.
- Balance between need for long and short-stay parking to support the various users so as to maintain sufficient parking provision across the day for all user types.
- Positioning of long- and short-term parking to maximise utilisation of car parks
- Need to manage parking demand to minimise increasing congestion on local road network.
- Need to protect resident parking areas from illegal use.
- Developer demands to seek increased parking provision within their developments.
- Manage demand for contract parking in public car parks.
- Limit the impact on established Air Quality Management Areas (AQMA's).
- Climate Change Strategy.
- How to ensure the residential, consumer and visiting parking needs of older people and people with disabilities are addressed (including those with hidden disabilities).

4.2.2 The usage of the car parks is further complicated by their differing usage patterns during weekdays, evenings and weekends across the borough.

#### **Maidenhead**

4.2.3 The town is witnessing major regeneration and development work, both in the town centre and on the outskirts. This is only likely to increase with the evolving Borough Local Plan which is forecasting further growth around the town. The usage of the town is further complicated by its differing usage patterns during weekdays, evenings and weekends.

4.2.4 This, coupled with other aspects as discussed below, means that Maidenhead has its own defined challenges.



**Table 4.1 Challenges for Maidenhead**

<b>Weekdays</b>	<b>Weekends/Evenings</b>
Over subscription versus lack of provision of commuter-based parking	Commuter car parks often underutilised outside of weekdays
Increased demand for local employee/contract permit parking in town, conflicts with retail demand in town centre car parks	Lesser demand for employee/contract permit parking in town, generally in town centre car parks conflicting with public demand
Increased demand for commuter parking in town centre car parks conflicts with retail demand for town centre car parks	Commuter parking demand significantly less outside of weekdays
Demand for public parking is focused in the town centre which conflicts with the long stay parking demand	Less conflict at weekends with lower demand for contract parking
Future loss of short-term Parking spaces due to redevelopment (RBWM)	Future loss of short-term parking spaces due to redevelopment (RBWM)
Loss of privately controlled parking - Network Rail (forecourt)	Loss of privately controlled parking - Network Rail
Completion of the Elizabeth Line will increase contract demand	Completion of the Elizabeth Line may increase weekend trips and public parking demand
Edge of town car parks under utilised	Edge of town car parks under utilised
RBWM staff permitted to utilise town centre car parks removing opportunity for public use	Although reduced RBWM staff demand at weekends their removal would still provide opportunity for public use

## Windsor

- 4.2.5 Inevitably a key issue for Windsor is related to it being one of the UK's major tourist destinations with multiple facilities all of which have their own impact on the town. The town has a partial zonal approach with the central car parks having higher charging rates, which reduce the further out of the town you travel. Through such tariff variations the usage of car parks by differing users and length of stay can be managed.

**Table 4.2 Challenges for Windsor**

<b>Weekdays</b>	<b>Weekends/Evenings</b>
Dominance of tourist-based parking	Dominance of tourist/retail-based parking
Demand exceeds provision at key car parks	Demand exceeds provision at key car parks
Significant business/ contract parking limits public spaces in outer car parks	Reduction in Business/ Contract Parking demand, but car parks switch to leisure, so do not add to weekend provision
Demand is for access to town centre, castle, river, shopping, Eton etc.	Demand is for access to town centre, castle, river, shopping, Eton etc.
Use of public car parks by borough residents due to lack of on street parking	Use of public car parks by borough residents due to lack of on street parking
Weather/seasonal peak create unmanageable demand on town	Weather/seasonal peak create unmanageable demand on town



<b>Weekdays</b>	<b>Weekends/Evenings</b>
Arthur Road utilised as a key route to and from town in part due to Sat Nav and concentration of parking it serves	Arthur Road utilised as a key route to and from town in part due to Sat Nav and concentration of parking it serves
Routes in and out of town historical and lined with residential dwellings leading to environmental issues	Routes in and out of town historical and lined with residential dwellings leading to environmental issues

**Ascot, Sunningdale, Sunninghill and Datchet**

- 4.2.6 These towns/villages have their own unique issues which are local to the area and may be affected by other influences, the racecourse, railway stations and hospital.
- Public car parks in these areas are a combination of paid for and free parking. Therefore, enforcement is a key element to prevent illegal use
  - Review options for increasing on and off-street parking
  - Current and forthcoming developments in the BLP will promote and seek to improve placemaking opportunities in the town, thus increasing pressure on current parking levels.
  - Ascot, Sunninghill and Sunningdale are all witnessing increased tension in terms of level of provision and usage of on-street parking

**Smaller villages or hamlets**

- 4.2.7 As with above the smaller villages and hamlets will have very localised issues:
- Public car parks in these areas are a combination of paid for and free parking. Therefore, enforcement is a key element to prevent illegal use
  - Review options for increasing on and off-street parking

**Rural areas**

- 4.2.8 There are limited public car parks in these areas, however there are some linked to Windsor Great Park.

## 5. CURRENT AND FUTURE CAR PARK PROVISION

### 5.1 Current Provision

- 5.1.1 The previous Parking Strategy has defined the parking provision and how on and off-street parking is managed and controlled since 2016, which in summary results in the council controlling the on-street spaces. Off-street parking is provided by a combination of private operators, company car parks and council-operated car parks.
- 5.1.2 The focus of this section will be on the car parks maintained by the council; on street parking will be addressed later in this strategy as will non council related parking.
- 5.1.3 The council has maintained a hierarchy for parking across the borough considering the differing demands of each area with an emphasis on whether they are short or long-stay users. The hierarchy is not meant to be rigid; it needs to account for the particular characteristics of an area and the nature of parking demand and pressures/issues present.

On-street hierarchy	Off-street hierarchy
<ul style="list-style-type: none"> <li>• Blue badge holders</li> <li>• Residents</li> <li>• Essential business users</li> <li>• Short-stay shoppers and visitors</li> <li>• Long-Stay shoppers and visitors</li> <li>• Commuter parking</li> <li>• Employee parking</li> </ul>	<ul style="list-style-type: none"> <li>• Blue badge holders</li> <li>• Short-stay shoppers and visitors</li> <li>• Long-stay shoppers and visitors</li> <li>• Commuter parking</li> <li>• Employee parking</li> </ul>

**Figure 5.1 Council Parking Hierarchy**

- 5.1.4 The current parking tariffs are variable across different locations to address the differing demands of those areas, the availability of spaces and their turnover. This has led to a complicated tariff system across the borough's car parks which has grown over time. The tariff system was further complicated by the old resident discount provision by the Advantage Card system which allowed residents to access lower tariffs than the general public. This system was discontinued in 2020.

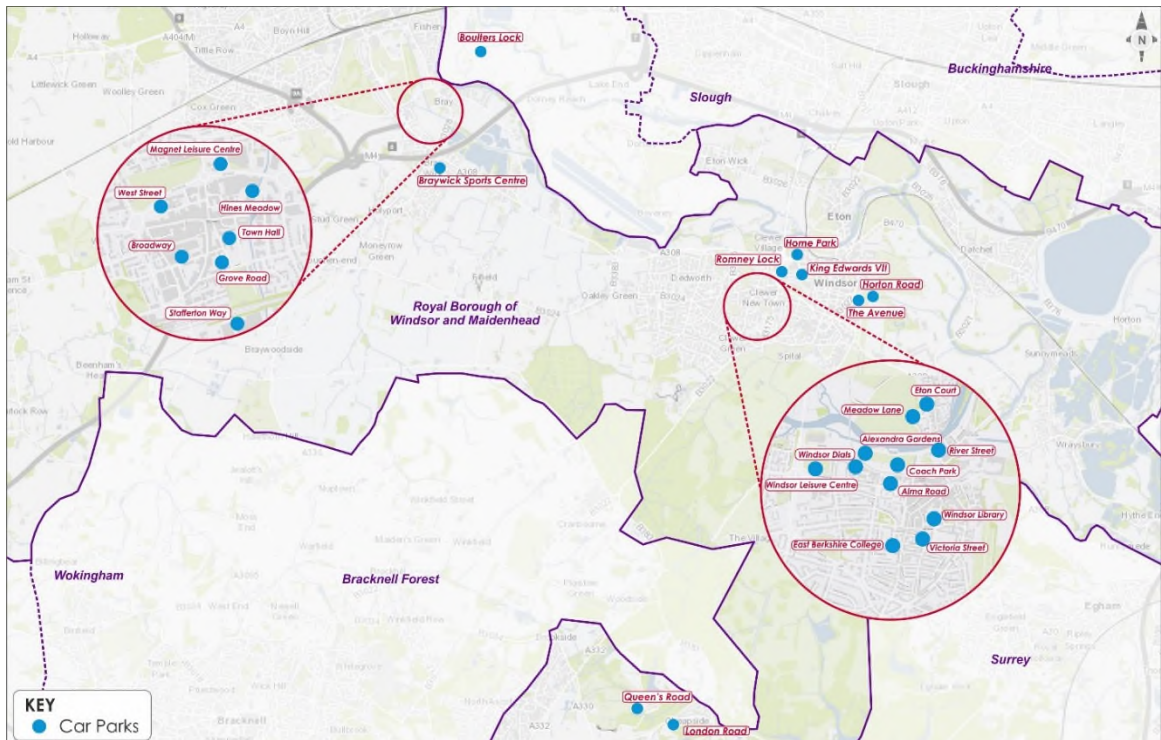
### 5.2 Short/Long Stay v User Type

- 5.2.1 As stated, the definition of short or long stay, coupled with their location and the defined tariff, is the key management tool for defining how each car park will be utilised and influencing the level of stay. As an example, in a predominately retail based car park, it is favourable to have a high turnover of spaces, to offer the public maximum opportunity to use these spaces based on a two to three-hour average usage. Therefore, all day parking should be restricted and not promoted in terms of use of such a facility or pricing the tariff to direct such users to another car park, which is targeted for those longer stay users.
- 5.2.2 As car parks are redeveloped, it means that users will transfer to other car parks. These types of users may not be the optimum type for those car parks and lessen the availability of spaces in those car parks for more appropriate users. Therefore, the town centres need to be assessed with a more zonal approach, defining what are the retail, employee, commuter, leisure, tourist, evening and weekend car parks.



### 5.3 Current Baseline (up to 2023)

5.3.1 At the time of the strategy being published, there have already been a number of car parks allocated for redevelopment as such for around 2023 baseline especially for Maidenhead, is already evolving and developing as defined in the regeneration section of this report.



**Figure 5.2 Current Public Car Parks managed by RBWM**

5.3.2 The borough is made up of five types of conurbation as set out below; in principle the majority of the council paying car parks are located in Windsor and Maidenhead with a few in smaller conurbations or linked to railway stations:

- Windsor
- Maidenhead
- Ascot, Sunningdale and Sunninghill,
- Smaller villages or hamlets and
- Rural areas

5.3.3 Across these areas in 2020, the council operated around 27 off-street car parks which provided over 5,500 spaces, which is increased in the short term to over 6,000 spaces with the completion of Braywick Park. The table below shows these car parks and the spaces per car park, per area and across the borough.

**Table 5.3 Car Parks and Number of Spaces managed by RBWM in 2020**

Windsor		Maidenhead		Other	
Name	Total	Name	Total	Name	Total
Alexandra Gardens	198	Boulton's Lock	87	Horton Road, Datchet	60



Windsor		Maidenhead		Other	
Name	Total	Name	Total	Name	Total
Alma Road	130	Braywick Park	582	The Avenue, Datchet	113
Coach Park	74	Grove Road	82	Eton Court, Eton	42
East Berks College	112	Hines Meadow	1280	Meadow Lane, Eton	111
Home Park	181	Magnet Leisure Centre	248	London Road, Sunningdale	210
King Edward VII	192	Nicholsons	734	Queens Road, Sunningdale	52
King Edward VII Hospital	150	Stafferton Way	576		
River Street	145	West Street	59		
Romney Lock	94	Town Moor	30		
Victoria Street	206				
Windsor Dials	250				
Windsor Leisure Centre	249				
Windsor Library	15				
York House	42				
Total	2,038		3,144		588
Borough wide	6352				

- 5.3.4 With respect to Maidenhead those shaded will be subject to change in the period of this strategy document.
- 5.3.5 The table does highlight that around 55% of the chargeable spaces in the borough are in Maidenhead, 35% in Windsor and 10% in the remaining borough. However, in terms of revenue, 60% is generated by Windsor and 40% by Maidenhead.
- 5.3.6 This highlights that although the lower provision of spaces is in Windsor it generates the higher revenue in terms of parking across the Borough. This is a key aspect to note, especially given that the majority of car parks in Windsor are in the town centre and therefore require all users to gain access through narrow residential roads. It also reinforces why Windsor has seen a higher increase level of uplift due to the current pandemic than Maidenhead, as it has not only the retail and employment provision, but the tourist attractions and the river.
- 5.3.7 In addition to these spaces, it should be noted that there are some private car parks in operation. In Maidenhead there are around 171 spaces within control of Network Rail at the station and in Windsor there are around 744 spaces in Windsor Yards, 208 spaces at Riverside Station and 115 spaces at Castle car park.
- 5.3.8 As can be seen below the percentage of parking managed by the council in terms of the overall provision is materially different between Maidenhead and Windsor, noting that Windsor provides a higher return per space.

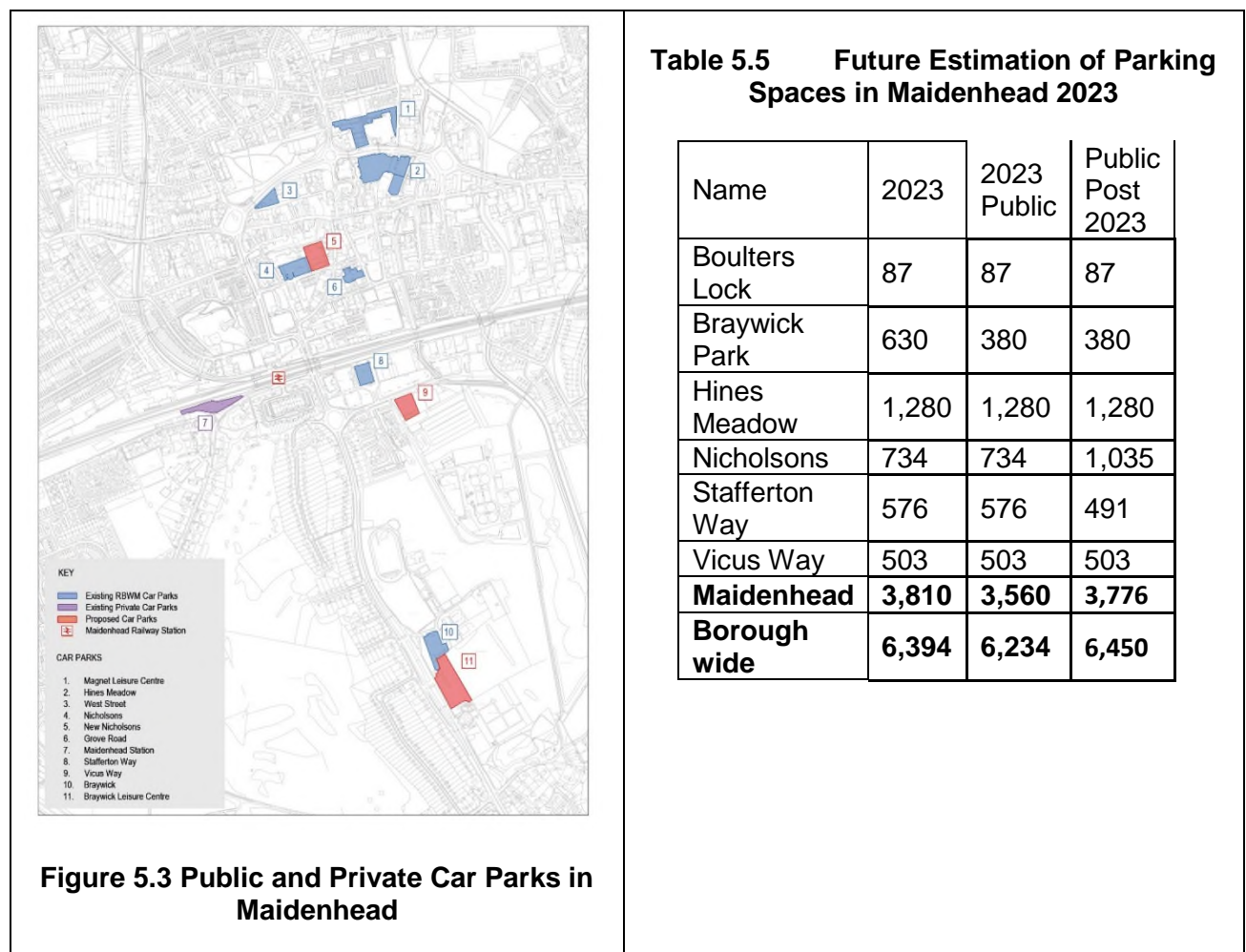
**Table 5.4 Public and Private Parking Spaces in Maidenhead and Windsor**

	RBWM	Private	Total	RBWM %
Maidenhead	3144	171	3315	95%
Windsor	2038	1067	3105	66%

#### 5.4 Future Baseline 2023

5.4.1 Based on current and submitted planning consents the focus has been on Maidenhead, in the short term up to 2023, There are unlikely to be any major changes with respect to Windsor and the rest of the Borough, with the exception of Ascot, which has a number of applications pending.

5.4.2 The proposed changes to Maidenhead, will create a new baseline within the timeline of this strategy, based on the changes shown in the plan below.



**Table 5.5 Future Estimation of Parking Spaces in Maidenhead 2023**

Name	2023	2023 Public	Public Post 2023
Boulters Lock	87	87	87
Braywick Park	630	380	380
Hines Meadow	1,280	1,280	1,280
Nicholsons	734	734	1,035
Stafferton Way	576	576	491
Vicus Way	503	503	503
<b>Maidenhead</b>	<b>3,810</b>	<b>3,560</b>	<b>3,776</b>
<b>Borough wide</b>	<b>6,394</b>	<b>6,234</b>	<b>6,450</b>

5.4.3 The table seeks to define the provision of public spaces in Maidenhead in 2023 and beyond. The table assumes that:

- Grove Road, West Street and Magnet have all been closed for redevelopment
- Vicus Way is operational
- Braywick Park has potential to provide parking for RBWM staff (250 spaces)

- Nicholson's is re-built to 1,280 spaces of which 245 are for lease (subject to planning consent)

5.4.4 The table clearly shows that the major regeneration in Maidenhead requires an uplift and a rationalisation of spaces, which will in part be addressed by the consolidation of town centre car parks and the creation of a new town centre car park at Nicholson's, a new commuter car park at Vicus Way and the extension of the Braywick car park to allow long stay users other than commuters to be relocated from town centre retail focused car parks and thus maximise the use and number of spaces in those car parks.

## 5.5 Forecast Beyond 2023

5.5.1 The focus has been on Maidenhead in the short term; however, it is clear from the revenue proportion and the increase in return to use that parking in Windsor needs to be reviewed in a similar way to Maidenhead within the timeline of this strategy. It is noted that the availability of land within Windsor is limited and as such alternative options to standard car parks may need to be considered.

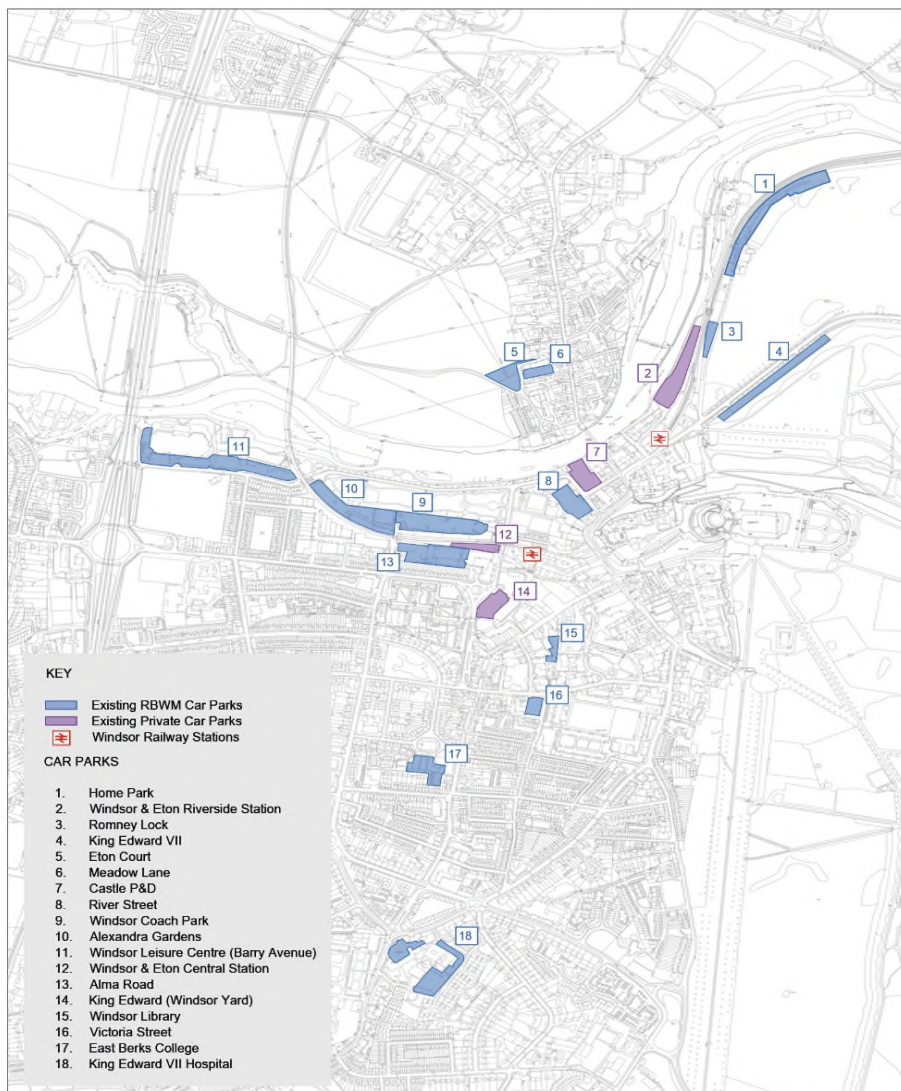


Figure 5.6 Public and Private Car Parks in Windsor



- 5.5.2 The town has limited scope to accommodate excess demands and as such will have a suppressed demand, that could offer additional revenue.
- 5.5.3 The council controls other car parks across the borough which are currently operated as free parking. As an asset to the council and with ongoing financial restraints including the short-term impact of Covid, these need to be reviewed in terms of considering if some of them should become chargeable.
- 5.5.4 The smaller conurbations, villages, hamlets and rural areas are all subject to redevelopment with the change in the retail economy and the impact of Covid, these areas would benefit from an updated parking review.

## **5.6 Non-residential Private Development Parking**

- 5.6.1 The council has maintained a policy across the Borough, where it requires developers of non-residential private developments to offer their parking to the council for evening/weekend use in town centres.

### **Current and Future Parking Summary**

- The regeneration proposals in Maidenhead need to be completed and to support this the proposal for Braywick Park, Vicus Way and Nicholsons Car Parks needs to be completed by end of 2023.
- The car parks need to be reassessed in terms of user types as well as Short and Long stay and optimised for those users
- A new Windsor Parking Review is required
- A review of other free car parks in the Borough is required.
- Retain the policy that enables non-residential private developments to offer their parking to the council for evening/weekend use



## 6 ON-STREET PARKING

- 6.1.1 Demand for on-street parking often out-strips the amount of available kerb space, and difficult decisions must be made as to which users should have priority in terms of use of that space.
- 6.1.2 There is a large stock of on-street car parking in the Borough, particularly in towns and villages. In mixed development areas there can be competition for parking space, and this is generally managed through residents' parking schemes and other measures. The ability to offer short stay on-street parking in town centres can make a valuable contribution to economic and social vitality when it is well managed.

### 6.2 Permitted On-Street Parking

- 6.2.1 In addition to public parking bays on-street, the following table sets out the type of other on-street bays that the council promote. The council will seek to review and expand on these, especially with respect to green permits, car club and electric vehicle spaces, all of which are key to the council's climate strategy.

**Table 6.1 Permit Types and Description of Use**

Type	Description
Residents parking bays	<ul style="list-style-type: none"> <li>- Permit allows the use of a space in a controlled parking zone (CPZ), however there is no entitlement or guarantee of a specific space</li> <li>- Residents are generally entitled to a maximum of two permits in schemes introduced before 2010 and in most cases up to three permits are permitted in schemes introduced after 2010 (subject to local conditions), which is reduced if they have off-street parking</li> <li>- Eligibility is linked to main residence address being within the borough, main user/keeper of vehicle, vehicle being registered at the address and be registered for council tax</li> </ul>
Visitor parking voucher	<ul style="list-style-type: none"> <li>- Visitor vouchers can be purchased from the Borough</li> <li>- Entitles them to parking in resident permit areas during hours of control</li> <li>- Vouchers cover family and friends, but also tradespersons, health service and other business related to the residents</li> <li>- Vouchers are available for 2-hour, six hour and all-day denominations</li> </ul>
Hire car	<ul style="list-style-type: none"> <li>- Some residents choose not to own a car and seek to hire when required, they can obtain a permit for the hire car.</li> </ul>
Courtesy car	<ul style="list-style-type: none"> <li>- During periods of repair the council will amend the registration number on the permit, but only on receipt of a letter from the garage providing the vehicle</li> <li>- The residents permit will not be valid</li> </ul>
Business parking	<ul style="list-style-type: none"> <li>- There are two types of business permit that can be used in business bays in that zone               <ul style="list-style-type: none"> <li>· a zone-specific permit used in conjunction with vouchers</li> <li>· a universal permit that can be used in any zone.</li> </ul> </li> <li>- Business permits are issued to businesses, where the vehicle is essential to the running of the business and the business</li> </ul>



Type	Description
	<p>would not be able to function without the vehicle and there is no other reasonable form of transport available.</p> <ul style="list-style-type: none"> <li>- The permit allows registered company vehicles to park throughout the CPZ hours.</li> <li>- There is a limit of four permits per business although it is possible to have up to three vehicles registered on each permit. Only one vehicle can be parked using the permit at any one time.</li> <li>- The company has to be registered for business rates in the borough.</li> <li>- By law, vehicles operated by utility companies are exempt from normal waiting and loading restrictions when working on infrastructure adjacent to, on, or under, the public highway.</li> </ul>
Waiting and loading	<ul style="list-style-type: none"> <li>- There are no formal permits to allow loading and waiting</li> <li>- The Traffic Act limitations apply.</li> <li>- The Council has a number of enforceable loading bays</li> <li>- Drivers must demonstrate that they are loading and unloading for their duration of stay</li> </ul>
Coach and lorry parking	<ul style="list-style-type: none"> <li>- commercial vehicles are banned from waiting overnight</li> <li>- vehicles of a maximum gross weight which exceeds five tonnes are banned from parking in any restricted street between the time of 6.30pm on any day and 8am on the following day.</li> <li>- The council will continue to enforce this ban on overnight parking.</li> </ul>
Car club	<ul style="list-style-type: none"> <li>- NEW – Defined spaces only – the Council is working with developers to secure car club spaces for both development and public use.</li> </ul>
Electric spaces	<ul style="list-style-type: none"> <li>- NEW – Defined spaces only</li> </ul>

### Resident with Parking Permits

- 6.2.2 Resident permit holders in Zones E, F, G, H, I, J and K can park free of charge in all Windsor car parks (except River Street) between the hours of 6pm and 9am when displaying a valid resident permit.

### 6.3 Shared Space Parking Option

- 6.3.1 The majority of resident parking areas are permit only within the Borough. Across the country, many councils have already investigated or are investigating the option of converting these spaces to shared use. This looks to allow the public to park in these spaces (at a charge) at times when resident use is low, normally related to a time limit such as 8am to 6pm on a weekday only. The council is committed to maintaining and protecting parking for residents, but in some areas, there may be scope to investigate shared space.

### 6.4 Public On-Street Parking Provision

- 6.4.1 There are two forms of on-street public parking requiring different types of management:



- On-street short stay parking
- On-street long-stay parking

6.4.2 There are currently three areas which offer chargeable public on street parking – Windsor, Eton and Datchet.

6.4.3 The council has previously implemented these schemes road by road. This can often lead to simply moving drivers to other areas where there are limited restrictions and no charging. This often means that those occupiers have to ask the council to intervene and impose additional restraints. The opportunity to expand the on-street public parking provision needs to be across wider areas and should involve a borough wide review of possible locations.

## **6.5 Public On-Street Parking Payment Methods**

6.5.1 The council, like many others, is looking to technology to remove the need for parking machines, which have increased costs such as operational, maintenance, money collection, soft/hardware updates and signage updates (tariff changes etc). The use of pay by phone and the increased use of smart phones means that the number of machines required to support on-street parking can be reduced in favour of additional signage; however it is recognised that the availability of these phones is not universal and comments on this are included in the supporting Equality Assessment.

6.5.2 The council is considering reducing the level of parking machines in some of the Windsor on-street parking areas in the near future and coupled with the switch to the RinGo App in September 2020 (this is discussed in more detail later in this strategy).

## **6.6 New Development Restrictions**

6.6.1 The council's planning policies promote the provision of 'permit-free housing' developments in certain areas where there is good public transport and/or high levels of on-street parking pressures. Residents in such developments are not eligible for a resident permit. However, they will normally be eligible for visitor parking vouchers, depending on the conditions of the planning approval.

6.6.2 These restrictions seek to maintain sufficient parking for those properties already utilising those roads and limit the impact of properties being converted into multiple occupancy, where there is no scope to provide additional parking, other than that previously accommodated by that premises.

6.6.3 To maintain the parking for residents, the policy would be upheld for all future development land uses such as commercial, retail and leisure, which could use the business permit system, with the exception of disabled bays which will be considered on an individual basis.

### **On-Street Summary**

- Promote expansion of car club and electric vehicle spaces
- Review the option for converting some resident parking areas to shared use.
- Consider expanding the on-street public parking provision across the Borough





- Review the option to remove some of the on-street parking machines in favour of additional pay by phone signage.
- Reinforce that new developments with limited parking or which are car free are not permitted resident permits



## 7 FINANCIAL REVIEW

### 7.1 Existing Public Tariff Review

7.1.1 In January 2020, Project Centre Ltd. undertook a review of the existing parking tariffs and local resident discounting system. This chapter seeks to summarise that review and provide a means for considering the future tariff levels and how any discount may be offered to residents.

7.1.2 The review showed that the council operate multiple daily, nightly and weekend timing and tariff per hour systems across their 27 car parks set out below:

- Four daily profiles from Mon-Fri, Mon-Sat, Mon-Sun and Weekends Only timing profiles from 9am/9.30am through to midnight with break times at 1600, 1700, 1800 and 1900
- 21 differing public tariff systems
- 14 of the car parks include an evening tariff
- 11 of the car parks accept season tickets

7.1.3 A benchmarking exercise was carried out to identify how other local councils structure their parking charges tariff and to identify opportunities for RBWM to increase revenue through tariff amendments. The following local authorities were benchmarked for this exercise:

- Wokingham Borough Council
- Bracknell Forest Council
- Reading Borough Council

### 7.2 Review of 2019/20 Income

7.2.1 The council currently have two forms of payment for daily parking, at the machines or by phone as shown below, which receive in the region of £7 million per year across the two transactions types.

**Table 7.1 Summary of Parking Revenue for 2019/20**

<b>Payment Type</b>	<b>Base Year</b>
Pay and Display Transactions	£4,322,937
Pay by Phone Transactions	£1,320,830
<b>Total</b>	<b>£6,931,374</b>

7.2.2 Of the car parks in the Borough, River Street and Nicholson's car parks generate significantly more than any other car park per year, both securing over £900k per year based on 2019/20 accounts (pre Covid). As such any change to charging structure in these two car parks will need to be carefully assessed, so as to maintain the revenue.

7.2.3 The table below, reinforces the premise that Windsor is the dominant revenue generator, but only accommodates around 35% of the council's public parking spaces. The table shows that seven car parks achieve an income per space over £5 per day, six of which are in Windsor. The only other car park is West Street, with Nicholson's being below the £5 per day limit. Indeed, around seven of the borough car parks generate less than £2 per day per bay.



**Table 7.2 Average income per space for Top 8 Car Parks 2019/20**

Car Park	Location	Spaces	Avg. income/space per day
Riverside	Windsor	145	£18.80
Library	Windsor	15	£17.02
Coach Park	Windsor	74	£9.12
Alexandra Gardens	Windsor	198	£7.63
Alma Road	Windsor	130	£7.41
Romney Lock	Windsor	94	£5.73
West Street	Maidenhead	59	£5.51
Nicholsons	Maidenhead	734	£4.10

7.2.4 A low percentage of potential income is a factor of low occupancy and large variance in tariff. Consideration should be given to the factors that are leading to a low occupancy rate, with data collected to confirm this on an annual basis. Price may be a factor, with consideration being given to lowering tariffs in those car parks where the percentage of potential income is lowest.

### **7.3 Season Tickets**

7.3.1 There are season tickets in many of the car parks, mostly related to employees who work in the town, some residents, but mainly commuter parking to access Maidenhead Station. In addition, in Maidenhead there is a high level of RBWM employee permit holders (some 400). The income from season tickets in 2019 was £910k.

7.3.2 In Maidenhead, two of the three largest car parks, Stafferton Way (commuter) and Hines Meadow (staff and employees) have 40-48% of their revenue generated from season tickets, which means that by volume the total number of parking activities for season tickets in these two car parks is more than 50%.

7.3.3 However, certain town centre or retail based short term car parks such as Nicholsons and Victoria Street also have a proportion of season ticket holders.

7.3.4 As with the public tariffs the season ticket or permit holders also have 11 differing rates, which appear individually based and bear no comparison to the hourly and daily tariffs. The current season ticket varies between 45-66% of 220 days of the current daily rates, again this needs to be standardised and made simpler across the Borough.

### **7.4 Resident Discount Tariff Review**

7.4.1 The council explored all possibilities to introduce parking benefits for residents. Information was gathered and evaluated, including benchmarking of the following local authorities:

- Bath and North Somerset Council;
- Scarborough Borough Council;
- London Borough of Islington.

7.4.2 The benchmarking exercise has determined that the resident discount offered previously by RBWM was significantly higher than other local authorities, which set

the discount at between 10% and 20%, compared to RBWM which averaged around 58%.

7.4.3 However, a new resident discount scheme will not be implemented at this time due to the financial position of the authority.

## 7.5 A New Model

7.5.1 Prior to the recent update of parking machines, introduction of pay by phone and the age of the supporting data collection systems, being able to forecast or option test parking objectives was complicated and limited.

7.5.2 The council working with Project Centre has created a new parking financial model which has the benefit of having a full set of records for 2019/20 with detailed data from each car park, which includes all methods of payment across all tariffs.

7.5.3 Using this data, the new model has been created to replicate the 2019/20 revenue generated based on the current tariffs, season ticket tariffs and usage. The model provides a simplified dashboard output as per below which shows car park specific and borough wide data.

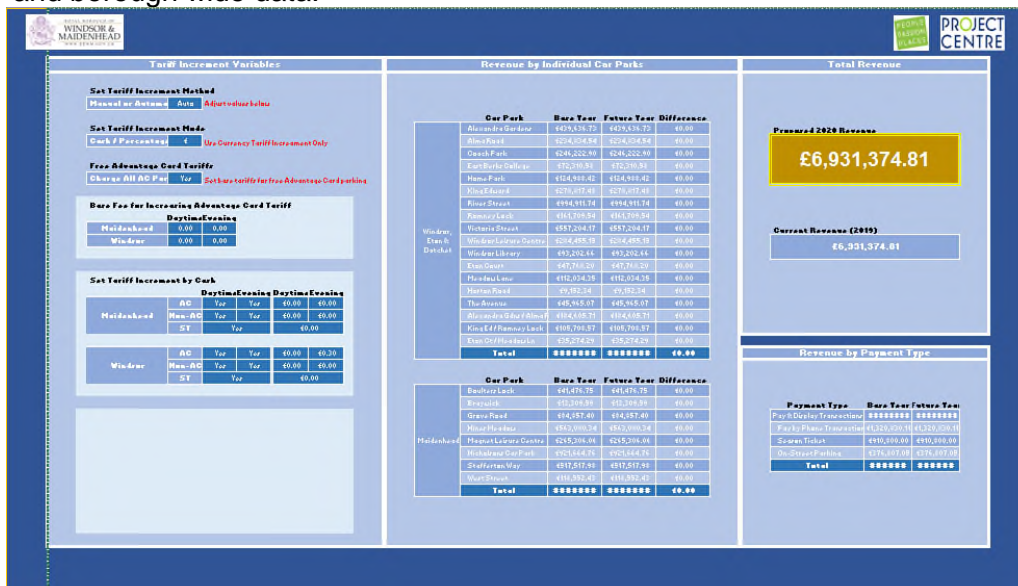


Figure 7.3 Dashboard of New Parking Model

7.5.4 The model provides the council the opportunity now to test options for amended tariffs for public, season and future resident discount options per car park/area/borough. This is seen as a key tool for the council moving forward with respect to parking as it allows it to carry out desk top assessments within a validated model.

7.5.5 This chapter has highlighted that the current tariffs for public and season tickets are complicated and the council is keen to develop a more user friendly scheme. The use of pay by phone is growing with nearly 20% of all transactions carried out by this method. The new dashboard will allow all these issues to be assessed and reported on to the council.



## 7.6 Standardised Tariffs

7.6.1 There is scope to simplify and standardise the council's tariff system. The council is considering a new seven/eight band tariff system as per below. The evening tariffs are different in that the charges between 6pm and 9pm will use the standard tariffs, after 9pm there will be a fixed tariff until 6am or the time the car park is closed.

- One hour
- Two hour
- Three hour
- Four hour
- Five hour
- Five hours plus
- Evening 6pm to 9pm
- Evening After 9pm

### **Financial Review Summary**

- Utilise the new parking model to inform the council of the impact of possible changes as considered below
- Consider standardising the public tariff system.
- Consider standardising the season ticket tariff system



## 8 SPECIAL PARKING PROVISION

- 8.1.1 There are a number of special parking requirements that require specific locations, design, access arrangements or charging mechanisms. These include parent and child parking bays, and parking for people with disabilities, taxis, motorcycles, cycles, servicing and freight.
- 8.1.2 Parking should be well-designed and in appropriate locations for people to access buildings, services, workplaces and social activities. Parking bays should be located at suitably convenient points, e.g. close to lifts or ramps.
- 8.1.3 There are a large number of users who have specific parking requirements that cannot be catered for by the general arrangements and these are defined as “special permits”:
- Disabled people
  - Emergency health workers and social services staff carrying out similar duties
  - Motorcycles and scooters
  - Street traders
  - Taxis
  - Diplomatic vehicles (Allocated on street bays)
- 8.1.4 The focus for the parking strategy is on blue badge and Shopmobility as the key special parking provisions. It is recognised that others such as the elderly, sick, people who are pregnant, and people with mobility issues may not necessarily qualify for a blue badge, but need to be considered.

### 8.2 Blue Badge

- 8.2.1 The council participates in the Europe-wide blue badge scheme which was introduced in 2000. The blue badge scheme is an arrangement of parking concessions for people with permanent severe walking difficulties, and who travel either as drivers or passengers. The scheme also applies to registered visually impaired people, and people with very severe upper limb disabilities who regularly drive a vehicle but cannot turn a steering wheel by hand.
- 8.2.2 It allows badge holders to park close to their destination. Once issued, badges remain valid for three years, at which time a reassessment of the holder’s needs is made to see if the badge should be renewed (Department for Transport, 2003).
- 8.2.3 In line with government guidance, blue badges are issued to ‘a disabled person of any prescribed description resident in the area of the issuing authority for one or more vehicles driven by him or used by him as a passenger’ (HMSO, 1991), against the following criteria
- receives the higher rate of the mobility component of the disability living allowance
  - receives a war pensioners’ mobility supplement
  - use a motor vehicle supplied for disabled people by a government health department
  - is registered blind
  - has a severe disability in both upper limbs and regularly drive a motor vehicle but cannot turn the steering wheel of a motor vehicle by hand even if that wheel is fitted with a turning knob.



- 8.2.4 Parking concessions for blue badge holders are set out in Appendix 2 (Parking Enforcement Policy) to the strategy. However, if parking places are regularly full, and the applicant cannot usually park within a reasonable distance of their home, the council will consider providing a dedicated permit bay close to the applicant's home subject to the applicant meeting set criteria. These dedicated permit bays are called Blue Badge Disabled Person Parking Places.
- 8.2.5 Disabled bays may also be designated within the borough for badge holders close to their place of work or close to shopping areas. Disabled bays are operational at any time and are enforced 24 hours a day, seven days a week. Non-dedicated disabled bays may be used by any blue badge holder.
- 8.2.6 Applications for Blue Badge Disabled Person Parking Places and dedicated permit bays are considered after consultation with the police and other bodies. The location of a parking bay must not cause an obstruction of the highway, or a danger to other road users.
- 8.2.7 The council is committed to ensuring that areas of high demand such as shopping centres are provided with sufficient disabled bays to meet the needs of disabled visitors, and parking restrictions will be reviewed as necessary.
- 8.2.8 Most blue badges are issued on a discretionary basis, however, on the grounds that the individual 'has a permanent and substantial disability and is unable to walk or has very considerable difficulty in walking'. Discretionary blue badges are subject to the applicant undergoing a medical assessment.
- 8.2.9 The badge entitles holders to special concessions only if it is displayed in the windscreen of the vehicle in which they are travelling. The use of blue badges is only permitted if the disabled person to whom the badge has been issued is a driver or passenger in the vehicle at the time of the parking. The council seeks to be considerate with these concessions noting that during certain times such as pick up or drop off the blue badge holder may not be in the vehicle.
- 8.2.10 The parking concessions available are detailed in the Department for Transport leaflet 'The Blue Badge Scheme'. Details of the full extent of concessions within the Royal Brough are set out in Appendix 2 (Parking Enforcement Policy) to this strategy and summarised below. (Table 8.1 refers)

**Table 8.1: Blue badge concessions in the borough**

Type of	Concession for blue badge holders
Disabled bay	Park free of charge without time limit
On-street pay and display and shared use bays	Park free of charge (except where controlled signs say otherwise)
Resident bay	No parking allowed (except with valid residents parking permit)
Loading bay	No parking allowed



Type of	Concession for blue badge holders
Waiting restrictions	Park free of charge for up to three hours (except where there is a ban on loading or unloading shown by yellow 'stripes' on the kerb above the yellow line. The times of the loading ban are shown on a white sign beneath the yellow 'no parking' sign.
Zigzags	No parking allowed

- 8.2.11 When the length of stay is restricted, a blue badge clock must be displayed with the badge and set to indicate the arrival time. Outside of the loading ban times, normal blue badge rules apply on single or double yellow lines. Stopping briefly to set down or pick up passengers is allowed if there is a loading ban.
- 8.2.12 Under the Road Traffic Act 1991 vehicles displaying a current and valid blue badge are exempt from wheel clamping. Although there is no similar statutory exemption from removal of vehicles, the council recognises that people with disabilities are frequently heavily or completely reliant upon their vehicles and removal of a vehicle could cause distress.
- 8.2.13 The council does not remove vehicles displaying a valid blue badge unless there are emergency, security or ceremonial reasons, or the vehicles are causing a serious safety hazard or obstruction. This is in line with government guidance. If removal is absolutely necessary, and the driver of the vehicle cannot be located within a reasonable time, the vehicle will be moved to a position nearby where there is no hazard or obstruction. Whenever possible, a message will be left for the driver indicating where the vehicle is located. Only as a last resort, and where there is no better position nearby, will a vehicle be moved to a pound. In that case special recovery arrangements are made and normally the recovery fee will be waived.
- 8.2.14 Misuse of blue badges is very common, as is the theft and illegal duplication of badges. Any misuse of a badge is an offence and the badge can be withdrawn if it is misused or others are allowed to misuse it. Specifically, it is a criminal offence:
- for non-disabled people to use a badge – if they do so, they are liable to a fine
  - to drive a vehicle displaying a blue badge unless the badge holder is in the vehicle, or the vehicle is being driven to or from an area which is accessible only to vehicles displaying a blue badge in order to pick up or drop off the holder
- 8.2.15 Because the badge relates to an individual rather than a specific vehicle, it is difficult for the council's civil enforcement officers to establish if badges are being misused and the council therefore relies on holders respecting the terms of use of the badge.
- 8.2.16 As the concessions offered by blue badges are considerable, they are particularly valuable and therefore prone to theft whilst being displayed in vehicles. These badges are then used illegally, duplicated, or sold on. The badge does not show a vehicle registration number and thus any vehicle may be used. This is useful to badge holders who are passengers and rely on transport from a number of sources. It is not obvious however that the badge has been stolen until the owner notifies the council. If a civil enforcement officer suspects a badge is being illegally used, they will issue a PCN. They may also remove the vehicle in order to confiscate the badge.
- 8.2.17 Many disabled people have told the council that their badge is especially prone to theft when it is displayed overnight in a vehicle outside their home.



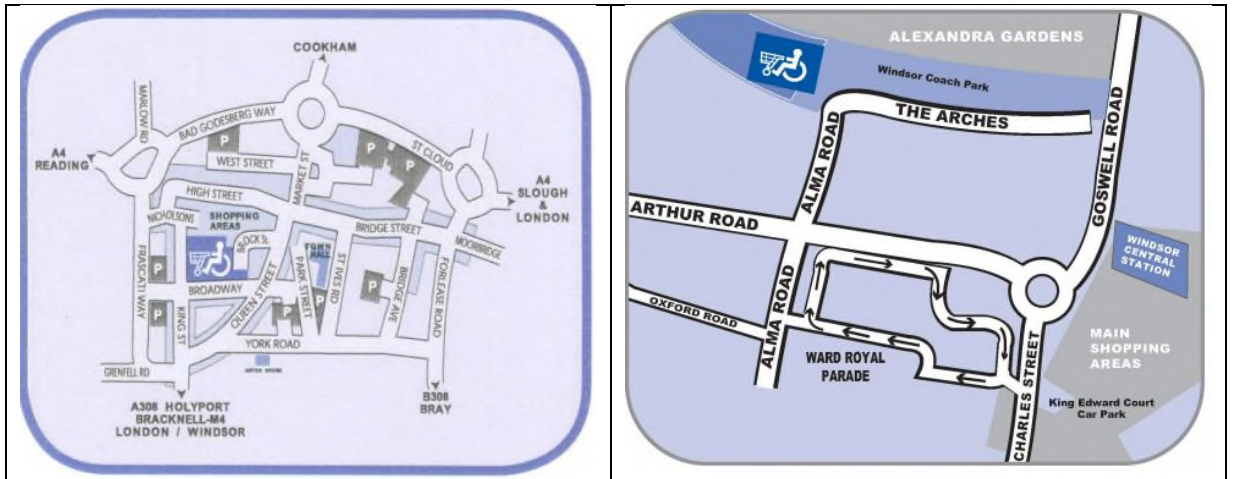


### 8.3 Shopmobility

- 8.3.1 In town centres where Shopmobility services are available, accessible parking in pedestrianised areas will not be permitted. However, accessible parking provision should be made available as close as possible to pedestrianised areas and Shopmobility centres, to serve the needs both of those who wish to make use of Shopmobility and those who prefer to make their own arrangements.
- 8.3.2 The Royal Borough of Windsor and Maidenhead's Shopmobility service provides manual and powered wheelchairs and scooters for use in Windsor and Maidenhead town centres. The service is also available at shows, events and rambles during the summer months. Shopmobility is for anyone who has difficulty walking, whether as the result of an accident, age, illness or even a temporary mobility problem.
- 8.3.3 On the first visit to these facilities, the driver is required to complete the registration process and to receive instruction on the safe use of the vehicle. A small charge is made on an annual or single visit basis. Shopmobility parking is free to members using a Shopmobility vehicle.
- 8.3.4 There are discounts available on membership fees:
  - RBWM residents and
  - for those in receipt of Income Support, on production of a benefit book
- 8.3.5 The council operates a booking system and it is recommended that users seek to book a vehicle and parking bay at least 24 hours in advance, especially at high demand periods.
- 8.3.6 The council operates two Shopmobility schemes in Maidenhead and Windsor as defined below:

**Table 8.2 Location of Council Shopmobility**

<b>Maidenhead Shopmobility</b>	<b>Windsor Shopmobility</b>
Nicholsons Car Park, Broadway, Maidenhead, Berkshire SL6 1NT Tel: <b>01628 543038</b> Fax: 01628 623857 E-mail: <a href="mailto:shopmobility@people2places.org.uk">shopmobility@people2places.org.uk</a> Opening Times: Monday - Saturday 10am - 5pm	The Coach Park, Alma Road, Windsor SL4 3HY Tel: <b>01753 622330</b> Fax: 01628 623857 E-mail: <a href="mailto:shopmobility@people2places.org.uk">shopmobility@people2places.org.uk</a> Opening Times: Monday -Saturday 10am- 5pm



8.3.7 The Shopmobility will remain in the Nicholson's Car Park post redevelopment of the area; however, in the interim, it will be relocated to West Street Car Park for a temporary period during the construction of the new car park.

#### Special Parking Summary

- Ensure current design standards are incorporated into new build projects
- Review the current blue badge location and level of provision
- Retention and expansion of new Shopmobility in Maidenhead
- Review Windsor Shopmobility provision



## **9 PRIVATE NON-RESIDENTIAL CAR PARKING**

### **9.1 Introduction**

- 9.1.1 There are two main types of private parking in the borough:
1. Those that are for public use, but managed by private operators
  2. Those that serve businesses and retail outlets but offer their spaces to the council for evening or weekend use.

### **9.2 Private Public Car Parking**

- 9.2.1 These are limited across the borough: the majority are linked to railway stations, major retail centres such as Windsor Yards and general use such as Castle car park in Windsor. These car parks are monitored in terms of their tariff and ticketing offers by the council, so that they can be compared to the council offer and comparable rates offered as appropriate.

### **9.3 Shared Use Public Car Parking**

- 9.3.1 A number of business in the town centres have basement, deck and surface car parks that are utilised by those premises Monday to Friday, but are often vacant at night and at weekends. These are offered to the council to manage during these low usage periods to increase the parking provision during the evening and at weekends. As examples, Windsor has Windsor Dials, which allows Alma Road to increase its weekend provision and Maidenhead has Key Place.
- 9.3.2 These provisions can be secured through long term agreements, however generally they are short term, to allow the landowner to review/develop as required.
- 9.3.3 In addition to town centre car parks, the council has in the past worked with Centrica and Windsor Racecourse to utilise their car parks to operate during seasonal peaks or for major events via a park and ride facility for Windsor. However, although offering additional capacity, their limited availability across the week, makes them less attractive to users, than a permanent seven-day scheme. Due to the scale of the car park the council also works with Legoland to provide a park and ride facility for Windsor.
- 9.3.4 As set out previously in this document, the council would seek to work with, and where possible utilise planning policy to encourage, any employer in the area with vacant parking at evenings and weekends to work with the council to maximise the use of these car parks for public use.

### **9.4 Private Parking Provision**

- 9.4.1 Car parking supply and location for future developments can be controlled through the planning system. However, the attraction of a large number of private non-residential car parks in town centres and in business parks contribute to traffic congestion on Borough roads. Travel plans, workplace parking levies and dual use are three mechanisms that may be applied to manage the supply, demand and use of non-residential car parks.



- 9.4.2 A number of councils are investigating through new legislation the option of workplace place charging where parking levies are imposed on vehicles parked within a development within a defined area such as a town centre.
- 9.4.3 The premise is to seek to reduce private parking in a town centre, generally linked to office employment, so as to lessen the number of vehicle trips to and from the town and therefore seek to improve on key environmental aspects such as noise and air quality.
- 9.4.4 The current Covid pandemic has highlighted the possibility for less demand for private parking in the future as employees seek to amend their working balance by working more from home or locations remote to their traditional place of work. However, those buildings with parking are showing a higher level of return while there are still restrictions due to social distancing and reduced services on rail and bus services, with employees opting to walk, cycle or drive to work in the interim.
- 9.4.5 Currently the council has no plans to impose this system on workplace car parks as it recognises that any such policy may deter current and future employers considering locations in the Borough. However, if other councils are successful with their studies, the borough reserves the right to review this option as part of any future broader transport policy in LTPs rather than the parking strategy.

## 9.5 Travel Plans

- 9.5.1 Travel plans are a package of measures designed to reduce car use for the commute to work or school and may include car-sharing, teleworking and increased walking, cycling and public transport use. In the Royal Borough, travel plans are required for new and expanded developments through enforceable planning obligations in order to encourage employers/employees to make better use of the car and reduce the number of car trips to, or in the vicinity of, workplaces.

### **Private Non-Residential Car Parking Summary**

- Maintain a review of the private parking provision in the towns and compare with the council's own provision seeking to consider market share
- Seek to use the planning system to promote use of private parking for public evening and weekend use
- Retain the option as national guidance evolves to consider other options such as parking levies
- Promote Travel Plans to reduce parking provision within current and new developments



## 10 TECHNOLOGY AND CUSTOMER EXPERIENCE

### 10.1 Current Technology

10.1.1 The following sets out the technology being utilised by the council in 2020. This is seen as a springboard for the council to build on and expand as digital and vehicle technology increase over the strategy period.

- Current Charging Methodologies
- Resident Discount Trial
- Electric Car Recharging Networks
- Car Share
- Car Club
- Real Time Information

#### **Current Charging Methodologies**

10.1.2 The council utilises a range of charging mechanisms including cash, card, pay by phone or app-based payment options.

10.1.3 In addition to the short to long term stay charging methods, the council has a season ticket system for a number of car parks in Windsor, Eton, Datchet and Maidenhead. Tickets can be purchased or renewed online by choosing the defined car park and the length of term which includes 1 month, 3 months, 6 months and 1 year.

10.1.4 During major events, especially in Windsor, season ticket holders may need to park in a different car park as their car park may be unavailable. Alexandra Gardens / Alma Road car parks should be used as a first choice.

10.1.5 The council manages its car parks and on street parking and maintain the ticket machines that support these locations.

10.1.6 In 2020, the council switched to the RingGo pay by phone system which runs in parallel to the ticket machines and offers the public the option to pay on site or virtually via the RingGo app. In 2019/20 around 20% of the parking payments were made through the parking app; this type of transaction is increasing as smart phone usage increases.

10.1.7 In terms of the management of the system, the use of the app enables councils to save money through lower maintenance, servicing and collection costs, and gives consumers the ease and convenience of topping up remotely, receiving an e-receipt and reducing the chance of getting a parking fine.

10.1.8 The council seeks to generally update its tariffs yearly. With the digital app, this is carried out remotely and the new charges can be uploaded to the council website. However, to update the machines and associated signage is more complicated and a longer drawn out process.

10.1.9 The process for those wishing to use the system is as follows: first they need to register on the My RingGo App (<https://myringgo.co.uk/>), once the account is created, the user can book their parking space and once booked manage their space as per below

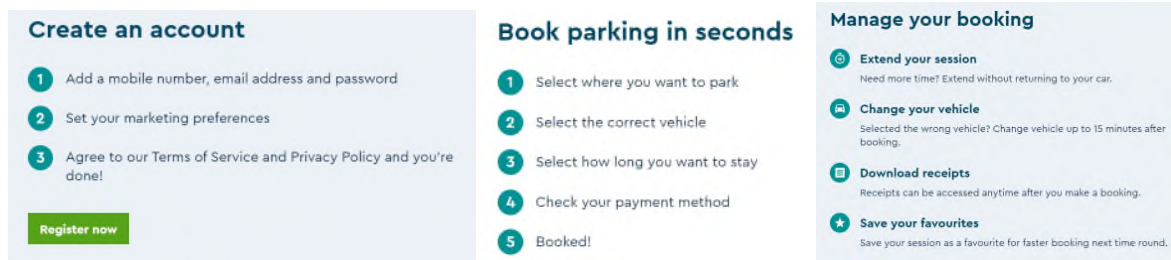


Figure 10.1 RingGo Methodology

### Electric Car Recharging Networks

10.1.10 Currently, charging points for Electric Vehicles (EV) have begun to be installed in cities, towns and urban areas. However, only a tiny fraction of the UK's current parking capacity caters for EV charging. There is no doubt that EVs are the future of private road transport, with the UK planning to ban the sale of new petrol and diesel vehicles by 2030. With more people switching to EVs in the future, car park owners will face increasing demand to install electric charging points so drivers can recharge their cars on site.

10.1.11 The council has a dedicated webpage for electric vehicles which can be found on the following link  
[https://www3.rbwm.gov.uk/info/200213/parking/1215/electric\\_vehicles](https://www3.rbwm.gov.uk/info/200213/parking/1215/electric_vehicles)

10.1.12 The public charging points available in the borough are available online and via various smart phone apps for iOS and Android devices (e.g. [ZapMap](#)).

10.1.13 Once registered, the user is provided free parking on the premise that they pay for their charging. There are some parking restrictions at some of the on-street charging points and some locations may not be accessible without a valid resident or business permit.

10.1.14 Within the borough the public charging points can be found in Maidenhead and Windsor as per below:

Table 10.2 Location of Charging Points in Borough

Maidenhead	Windsor
<ul style="list-style-type: none"> <li>• <a href="#">Braywick Park car park</a> - 6 x 7kW Type 2 (<a href="#">Pod Point</a>).</li> <li>• <a href="#">Hines Meadow car park</a> - 2 x 7kW Type 2 (<a href="#">Polar</a>).</li> </ul>	<ul style="list-style-type: none"> <li>• Alma Road - 2 x 7kW Type 2 (<a href="#">Connected Kerb</a>).</li> <li>• Park Street - 3 x 5kW Type 2 (<a href="#">Ubitricity</a>).</li> <li>• Tesco Superstore, Dedworth Road - 4 x 7kW Type 2 (<a href="#">Pod Point</a>).</li> <li>• Windsor Lawn Tennis Club - 1 x 50kW CCS / 50kW CHAdeMO / 43kW Type 2 (<a href="#">Polar</a>).</li> <li>• <a href="#">York House car park</a> - 6 x 7kW Type 2 (<a href="#">Pod Point</a>).</li> </ul>



10.1.15 In line with national and local guidance the council will seek to promote new charging locations for the public and simultaneously seek developers in line with policy to provide the required active and passive charging to support their developments in line with the 2030 aspirational deadline.

#### **Car Share**

10.1.16 RBWM supports a borough wide Car Share scheme “give it a go, go together” is the site’s branding. Many motorists are looking for ways to reduce their fuel costs and parking problems: car sharing is an easy way to do just this, and it is also a great way to socialise. Residents register on the site - <https://rbwmcarsshare.co.uk> – enter their journey details and search for someone who is making a similar journey visit

#### **Car Club**

10.1.17 The council are working with developers to secure car club spaces for both development and public use.

#### **Cycling**

10.1.18 In addition to contributing to climate change objectives through electric vehicles and car clubs, the Royal Borough supports and encourages alternative modes of transport and has an adopted Cycle Action Plan which is available at [https://www.rbwm.gov.uk/sites/default/files/2020-04/cycling\\_action\\_plan.pdf](https://www.rbwm.gov.uk/sites/default/files/2020-04/cycling_action_plan.pdf)

#### **Real Time Information**

10.1.19 The council in 2013/14 upgraded their in-house systems in the larger public car parks in Windsor, which allowed more accurate data collection and real time data on their occupancy. The replacement ticket machines and software upgrades across the borough have further increased the availability of real time data. This data is fed back to a central data base, which allows car park occupancy figures to be set to the website, “Variable Message Signs” in Windsor and in the future by target apps.

10.1.20 The Windsor parking signs implemented in 2013/4 provide fixed directions and space availability in the defined car parks. Although these are Variable Message Signs (VMS), they are limited. The more recent VMS signs implemented on the strategic routes into Maidenhead and some around Windsor offer more information and a lot more flexibility and opportunities to engage with drivers. These signs offer a wider range of information including directions, incident awareness on the surrounding road network, parking occupancy, road safety messages, driver targeted messages, events and roadworks to define only a few of the options.



## 10.2 Customer Experience

10.2.1 The customer experience is also part of the decision-making process as to which car park they choose to utilise. This experience begins with the journey to the car park, the experience in the car park, the way finding from the car park to the destination and the return journey. Although location and cost are generally the primary reasons for choosing a car park the “customer experience” is a further consideration.

10.2.2 Each one of the points below can affect the choice of car park; however, there are a wider range of measures that the council can consider improving the management of the car parks and provide an improved service to the customers:

- Customer information
- Customer routes to and from car parks
- Zonal parking
- Pedestrian way Finding in car park
- Enhanced facilities
- Space, aisle and ramp sizes
- Pedestrian safety
- Security

10.2.3 These need to be considered not only when building new car parks, but with respect to refurbishment of current car parks. Examples of these can be found in Appendix 3 of this report.

## 10.3 Future Technology

10.3.1 The use of technology and digital systems in relation to motor vehicles and parking over the past 10 years has been significant, leading to such options as self-parking vehicles, autonomous vehicles and self-charging vehicles, the latter two still in their infancy but could in the timeline of this strategy become common practice.

10.3.2 This section seeks to highlight the possible ways in which the council may seek to manage, control, enhance and promote technology in the future. This list is seen as a foundation for the explanation of technology and digital systems in the short to long term of this strategy.



- Electric Recharging Networks
- Parking Management
- Park and Ride
- Autonomous vehicles



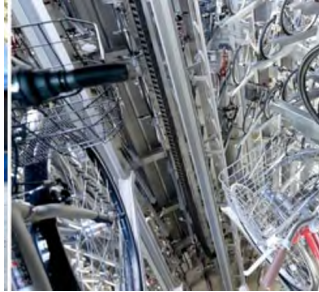
10.3.3 The table below summarises some of the future technology that the council may consider in the future as parking demands evolve over the period of this strategy. The council seek to be flexible as technology is continually advancing and new ideas and opportunities are forthcoming

**Table 10.3 Future Technologies**

<b>Systems</b>	<b>Examples</b>
<b>Electric Recharging Networks</b>	



<ul style="list-style-type: none"><li>Commercial networks – Fixed sites for charging operated by the private and public sector are expanding, the council need to expand they're on street and car park provision for additional demand. (including solar power subject to vehicle type</li><li><b>Wireless charging</b> in the future there may be the option to remote charge cable free either while parked or on the move. When parked it would be easier to regulate the purchase of the power.</li><li><b>E- Bikes / Scooters</b> – An increase of electric bikes and scooters being used and available has become a recent trend in the UK. This has led to an increase in demand for secure parking facilities and charging points will also be necessary in the same way that they will be for cars.</li></ul>	 
<p><b>Parking Management</b></p> <ul style="list-style-type: none"><li><b>Smart parking</b> - Some newer car park installations are already using real-time parking availability, electric sensors (above or in the floor) and digital display boards to indicate exactly how many spaces are free and where they are. More sophisticated systems allow pre-booking of spaces via mobile apps.</li><li><b>On Street apps</b> – There are multiple apps now available for locating on street parking spaces whether for general use, loading or disabled (blue badge). These apps can be separated into two types: location and availability. The location system is solely app based and simply informs the driver of location of space and often tariff and time restraints. The availability app requires a sensor to be placed in the bay which will tell the app if the bay is occupied or not. These sensors can be used in both car parks and on street parking. More sophisticated developments allow pre-booking and relay real-time parking and traffic information to mobile apps or directly to the car itself.</li><li><b>Space in car parks</b> is becoming more and more valuable, but the demand for electric charging, motorcycles, scooters and bikes</li></ul>	  

<p>and disabled bays coupled with wider walkways, stairwells, lifts and public areas, means that some technologies which are popular abroad (Europe and Japan) for stacking and racking cars, bikes etc could be considered in maximising use of floor space as per below:</p> <ul style="list-style-type: none"> <li>▪ <b>Deck/MSCP</b> – The more traditional methodology to increase parking capacity on a site is to add additional decks to the site, either above or below ground. In financial terms it is more cost effective to build upwards, but costs obviously increase subject to the number of floors. A single or double deck would often be the limit in town centre locations due to planning and environmental issues. The scope for a new MSCP will be subject to location and previous land use.</li> <li>▪ <b>Stacking</b> – In areas of restricted land, there is a trend for stacking vehicles, cycles etc either above or below ground. In many cases especially with respect to cycles, the process for parking is automated. These systems reduce parking areas considerably but can be expensive to build and operate.</li> </ul>	  
<p><b>Park and Ride</b></p>	
<ul style="list-style-type: none"> <li>▪ <b>Park and Ride</b> – As vehicle numbers are forecast to decline, current road space could be reassigned to public transport. This could be enhanced with the use of tram or autonomous vehicle style vehicles. This would allow valuable town centre car parks to be replaced in favour of outer town park and ride sites, but with a high-class delivery service to the centre. Options to be explored further as transport policy develops and a new LTP emerges.</li> </ul>	
<p><b>Autonomous Vehicles</b></p>	

- **Autonomous Vehicle Valet Parking** - The use of autonomous vehicle valet parking will allow people to be dropped at a convenient location, the vehicle then driving itself to a parking facility until needed again. This will allow for more compact car parks, as there is no need for doors to open on cars while passenger walkways, lifts, stairs etc., will also be unnecessary (beyond what is needed for service access). This also makes possible a move towards suburban or out-of-town car parks and the complete repurposing of town centre car parks.
- **Autonomous Vehicle Pods** – A system where drivers park non-autonomous cars away from the centre and are then transferred by smaller autonomous pods to the centre, thus removing congestion.
- **Autonomous Vehicle on Demand** – A system where drivers call up or pre-book an autonomous vehicle from a storage area, which allows them to choose the type of vehicle they require for that occasion, with door-to-door service.



### Technology and Customer Care Summary

- Monitor the technical enhancements for payment technology either at the machines or remotely and seek to increase the level of automation to the current and future system.
- Increase the provision of electric charging sites in the borough in car parks, key locations and on street.
- Promote the Car Share scheme.
- Increase the number of publicly accessible car club spaces in the town centres working with operators and developers.
- Enhance the use of the VMS system in terms of customer information including car parking (Maidenhead).
- Consider expanding the VMS system to Windsor and possibly on strategic links into the borough .
- Enhance the digital information provided to customers including real time data on car park capacity.
- Review and seek to enhance the customer experience in current and new car parks.
- Increase the electric charging facilities for other electric based vehicles (cycles, motorbikes and scooters).
- Review and update electric charging systems as technology progresses
- Increase information systems in and on approach to car parks as to capacity and location of spaces.



- Investigate introducing on street sensors to provide availability of space via app for specific users such as blue badge or general public spaces.
- Review options for increasing parking provision on current or new car parks via use of decks, basements or multi storey provision.
- Consider increased use of park and ride as a means of increasing parking numbers, but in line with environmental policy to limit vehicle trips to town centre.
- Review the progress of autonomous vehicles and investigate their future opportunity to limit need for town centre parking in favour of demand use only.



## 11 ENFORCEMENT

- 11.1.1 Good parking provision is vital for the economy of the Borough and for the convenience of residents and visitors alike. It must, however, be recognised that parking space and availability is directly linked to traffic volume, which is linked to both congestion and pollution. A careful balance must, therefore, be struck between parking provision, parking controls, levels of charges and enforcement in order to ensure that RBWM obtains optimum value for the economic wellbeing of the Borough as well as for sustainability and environmental issues.
- 11.1.2 Parking and traffic enforcement is central to the council's overall approach to transport and has as its primary purpose, the achievement of traffic management objectives, through encouraging compliance with traffic regulations. Effective enforcement assists the council in delivering its wider transport objectives. These key objectives can be summarised as follows:
- Managing the safe and free movement of vehicles, pedestrians and cyclists
  - Improving road safety
  - Improving the local environment
  - Maximising the use of parking spaces to balance the needs of road users, including residents, businesses and visitors
  - Improving the movement and accessibility of public transport
  - Meeting the needs of people with disabilities
- 11.1.3 The legislative framework for local authorities to carry out enforcement changed to the Traffic Management Act 2004 (TMA) Part 6 on 31st March 2008, replacing parts of the Road Traffic Act 1991 (as amended) and the Local Authorities Act 2000 (as amended).
- 11.1.4 The regulations in part 6 of the TMA largely replicate those contained in the Road Traffic Act 1991 (as amended) but decriminalised parking contraventions. This meant that they are no longer dealt with under Criminal Law in the Magistrates Courts but come under the jurisdiction of the Civil Law. This transferred powers to Local authorities to enforce parking restrictions, previously the responsibility of the Police.
- 11.1.5 Since RBWM adopted the sole responsibility for enforcement it has continued to develop additional enforcement powers and, through its parking enforcement, parking contraventions are enforced.
- 11.1.6 The Borough's parking enforcement policy seeks to abide by both Acts of Parliament and to incorporate best practice within its protocols. Reference is made to the Department for Transport's Traffic Management Act 2004 Operational Guidance to Local Authorities: Parking Policy and Enforcement March 2015.
- 11.1.7 RBWM is committed to the following approaches to ensure that effective parking enforcement delivers the objectives:
- Developing parking strategies that meet local objectives, focusing particularly on congestion, road safety and accessibility.
  - Adopting best practice guidance available, including enforcement operations that are firm but fair and are reasonable to motorists and others who live and work in the borough.
  - Focus on the enforcement of disabled parking bays.
  - Establishing clear performance standards in applying parking restrictions.



- Communicating clearly to motorists what regulations are in force and how compliance is to be achieved.
- Implementing appropriate recruitment, retention and training practices to ensure professional parking enforcement throughout the Borough.
- Ensuring the process for challenging and appealing penalty charge notices is consistent and transparent.
- Strengthening the status and profile of the parking appeals procedure and the role of the Independent Adjudication Service.
- Maintaining independent scrutiny of Parking Enforcement.
- Monitoring and publishing the standards we achieve.

## **11.2 Considering the Future**

11.2.1 Enforcement is a key measure in seeking to prevent illegal use of parking spaces both off and on road. However, in major cities and London Boroughs they are investigating alternate options to enforcement and how technology can support the enforcement process.

11.2.2 RBWM is not yet committed to the utilisation of these methods in the Borough, however the following measures could add weight to the council's current enforcement strategy.

## **11.3 Manage V Enforcement**

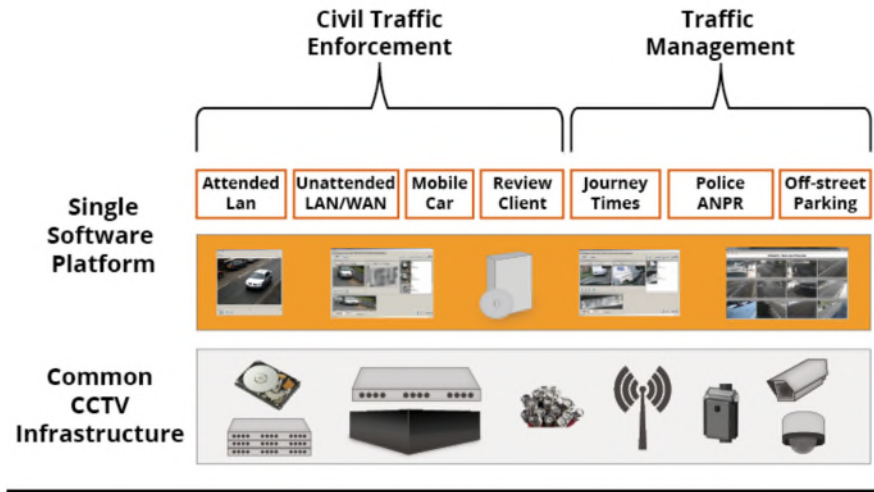
11.3.1 In terms of civil enforcement officers (CEOs), some councils are now rebranding these as 'marshals'. These Parking Marshals are fully qualified CEOs, authorised to enforce road traffic contraventions, however they also have a new ambassadorial role.

11.3.2 Their duties differ from traditional CEOs in that a marshal's main function is to educate motorists and help them comply with traffic regulations. As well as educating and assisting the public, marshals will also be managing curbside spaces, and establishing a positive working relationship with drivers, residents, businesses, workers and visitors. This will be key to ensuring good traffic flow.

11.3.3 Enforcement will be carried out as necessary or when rules and regulations are continuously being ignored; however, they have the option to work with the public and seek to manage the traffic and parking issues before considering prosecution.

## **11.4 Automated Enforcement**

11.4.1 The use of remote enforcement via static or mobile cameras or other systems is becoming common practice in London and those with special powers. These powers are linked to current guidance that is limited to those locations, but in the future as such legislation is widened then councils around the country can begin to use more technology to remote enforce. As per below these systems offer multiple opportunities to the council for civil traffic enforcement, school safety, police ANPR detection and traffic and parking. Although not part of the current contracts, these systems can also be augmented to include additional detection facilities linked to environmental data such as air quality.



**Figure 11.1 Videalert System Examples**

11.4.2 The council is talking to Videalert Limited in order to address the requirements to deploy an unattended camera system to enforce a number of school ‘keep clears’ at hotspot school locations within the borough.



**Figure 11.2 Usage Options**

11.4.3 Videalert is proposing to address RBWM’s requirements with the deployment of its fully hosted solution without the need for any software or hardware to be installed on the client’s premises. At locations with considered increase safety issues, a video camera will be located where it can capture and processed the cameras observations in real-time, which can be stored and accessed via a centrally hosted servers at Videalert’s Data centre.

11.4.4 Once stored on the hosted servers, either council staff or its contractors can remotely review the evidence packs using standard PC web browsers over any internet connection. Once approved, the evidence packs can be despatched to the council's

various back office systems (or to a single system where agreements can be reached for this approach).

11.4.5 Many councils are now moving forward with complete CCTV control room upgrades, moving to digital CCTV systems and merging public realm and traffic activity into a single area, to improve the quality of service and to drive down operational costs. This is leading to requirements where vendors need to supply multiple CCTV traffic applications.

#### **Enforcement Summary**

- Consider increasing the role of the CEOs to educate motorists and help them comply with traffic regulations rather than standalone enforcement.
- Expand use of static camera enforcement for specific locations such as school entrances.
- Consider additional upgrades to control centre as digital static and mobile enforcement increases.
- Seek to promote expansion of static and mobile enforcement use outside of London.
- Consider providing dual purpose enforcement and monitoring facilities to increase council's data collection capability and cross department sharing of data.
- Adopt refreshed parking enforcement policy (See Appendix 2).



## 12 THE STRATEGY

### 12.1 Background

12.1.1 To achieve the aspirations, which are particularly challenging in this area which has high rates of car ownership and high tourist/seasonal demands, the effective management of the Borough's parking stock is the basis of the Parking Strategy for the whole borough.

12.1.2 The objectives and principles of this parking strategy have been derived by considering a number of RBWM policy documents; The Borough Local Plan, the Local Transport Plan, The Climate Strategy, the regeneration aspirations and the previous 2016 Parking Strategy.

12.1.3 These documents coupled with National Planning Policy Framework and major development opportunities being considered in Maidenhead and Windsor specifically all have an influence on the future parking strategy.

12.1.4 As shown by the figure below, there are multiple influences on parking choice subject to the type of user.



**Figure 12.1 Influences on Parking Choice**

12.1.5 The key factor in influencing a journey is generally the reason for trip, whether it be retail, employment, leisure or other, as the objective is to utilise the closest car park to the required destination, unless there are no suitable types of spaces or financially it is not viable to stay in that car park for allotted time.



12.1.6 The Royal Borough of Windsor and Maidenhead is a unique Borough, in that it is made up of five distinctive and vastly differing areas, each of which have specific challenges

- Windsor
- Maidenhead
- Ascot, Sunningdale and Sunninghill,
- Smaller villages or hamlets and
- Rural areas

## 12.2 STRATEGIC AIMS

12.2.1 This document sets out how parking in the Royal Borough should be progressed over the span of the document seeking to promote short- and long-term objectives, while maintaining sufficient flexibility to accommodate change over that period. The strategic aims and statements have been refined from the outputs of the previous section of this report and are summarised below.

**Table 12.2 Summary of Strategic Aims**

<b>Strategic Aims</b>	<b>Statement</b>	<b>Relevant Chapters</b>
Commercial viability	Seek to ensure adequate provision and enable the Council-owned car park stock to become self-financing and/or reinvestment in improvements to parking facilities, roads and other transport modes.	Policy Context Regeneration and Placemaking Current and Future Baseline Parking On Street Parking Challenges and Options Financial Summary Special Parking Technology Enforcement
Parking provision	Seek optimum use of the parking stock and ensure adequate provision, including spaces available at locations that maximise the potential for achieving transport, social, economic and environmental goals, while also achieving a balance between supply and demand for both on-street and off-street parking.	Policy Context Regeneration and Placemaking Current and Future Baseline Parking On Street Parking Challenges and Options Financial Summary Special Parking Private and Non-residential Parking Technology Enforcement
Parking quality	Seek to ensure the borough's parking stock is designed to ensure personal and property security, accessibility by all users, better road safety and traffic management and that physical impact of parking areas and buildings is minimised. This quality approach will extend to routes to and from parking areas and the	Policy Context Regeneration and Placemaking Borough Characteristics Current and Future Baseline Parking On Street Parking Challenges and Options Financial Summary Special Parking

Strategic Aims	Statement	Relevant Chapters
	major defined destinations in urban areas.	Private and Non-residential Parking Technology Enforcement

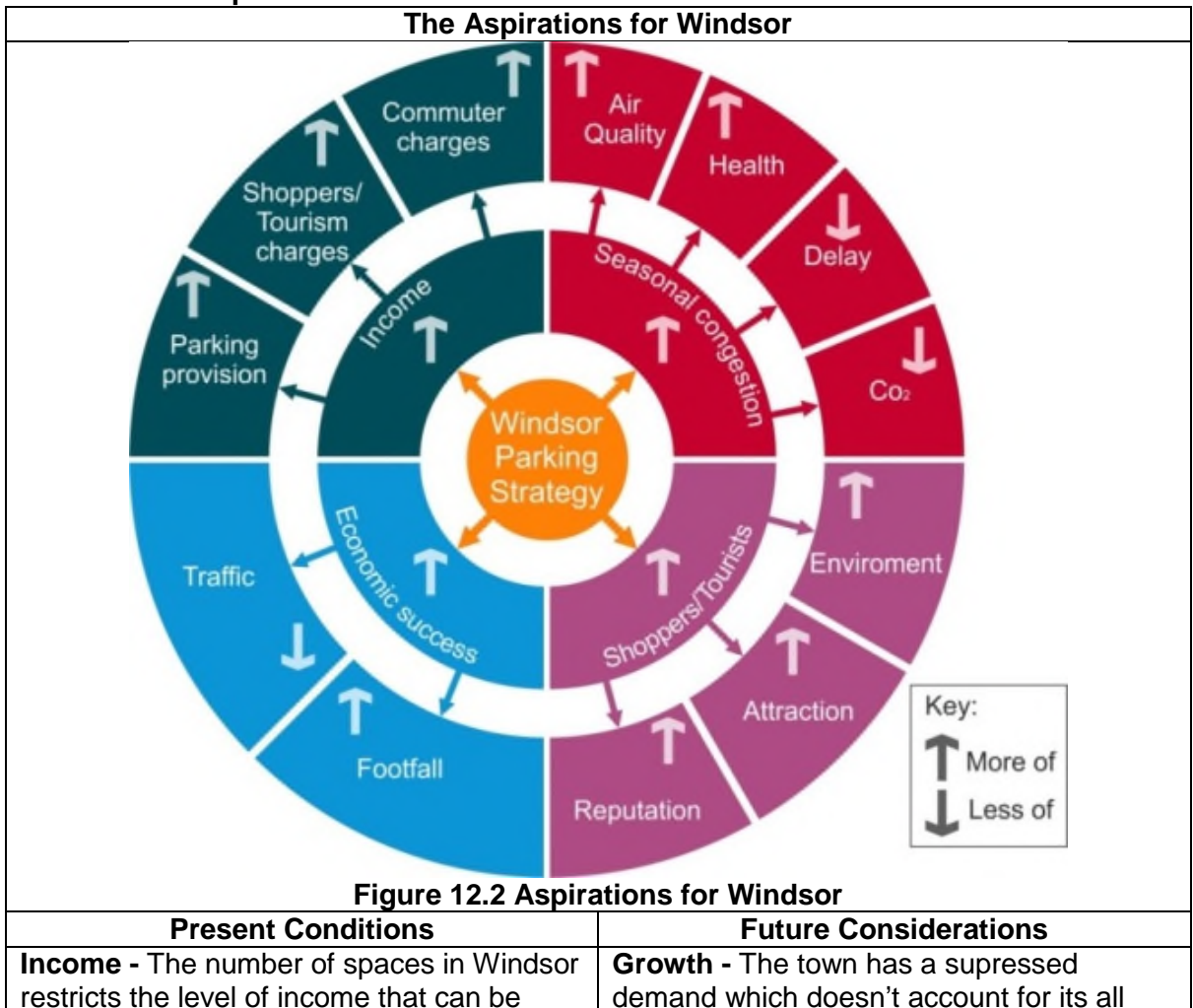
12.2.2 The following will set out the strategy for each of the five distinctive areas

- Windsor
- Maidenhead
- Ascot, Sunningdale and Sunninghill,
- Smaller villages or hamlets and
- Rural areas

### Windsor

12.2.3 The table below sets out the proposed parking strategy for Windsor based on the present conditions in Windsor and how they can be met within the strategy.

**Table 12.3 Aspirations for Windsor**



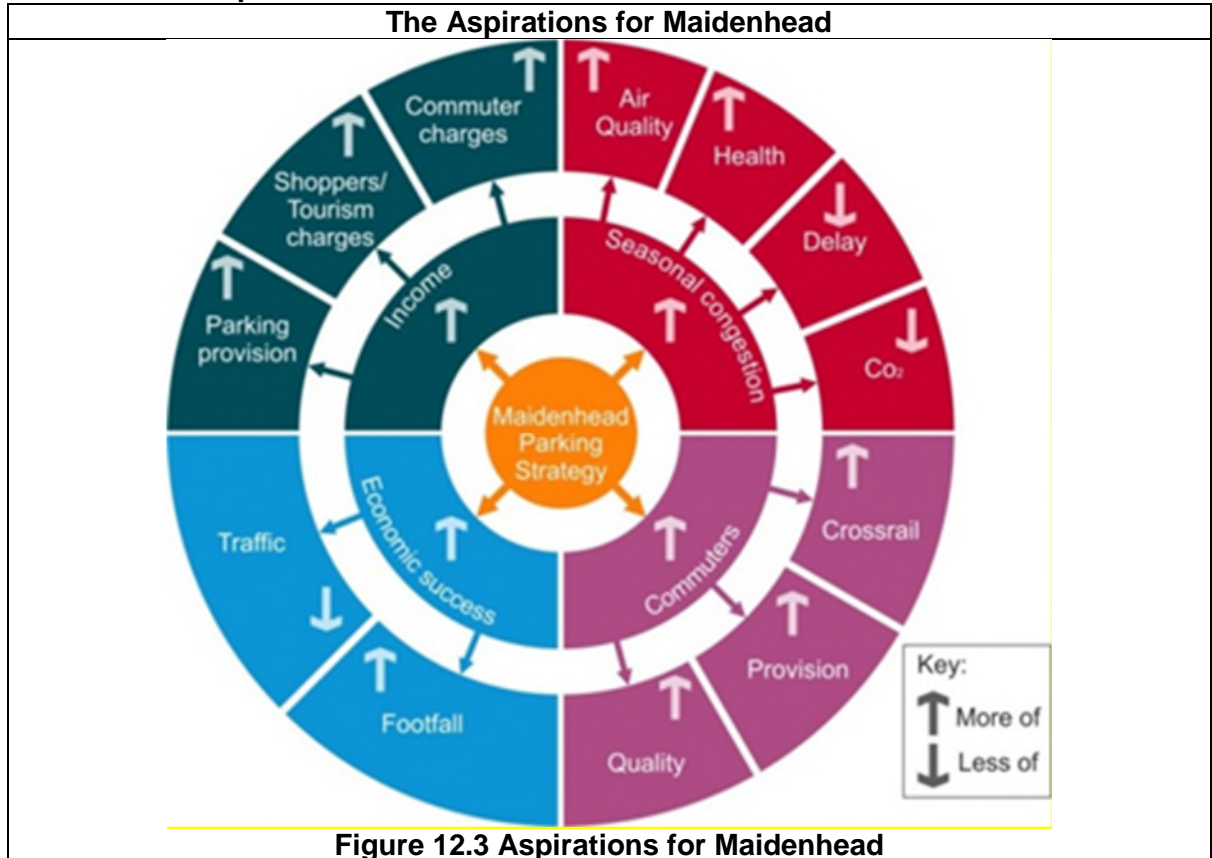


<p>obtained, especially as the town has multiple users and an all year demand. Windsor has higher income per space than any other part of the borough but only supports around 30% of the council's public parking provision.</p>	<p>year round usage, as such it warrants an increase in overall parking for the town centre, however any increase needs to be carefully planned and address climate, congestion and access issues to the town centre.</p>
<p><b>Seasonal Congestion</b> - The yearly demand in Windsor is elevated in the summer, during school holidays, bank holidays and festivals such as Christmas. The increase in demand is not catered for as there is limited uplift in the number of spaces provided during these periods.</p>	<p><b>Management</b> - The parking provision needs to be flexible and centralised to allow for this seasonal fluctuation. The town currently has multiple small-town centre car parks the majority of which are surface and have limited scope for increased provision. As has been done in Maidenhead, the rationale of these car parks in the future need to be assessed and alternatives considered which can be better managed to meet the peak demands, by zoning the car parks and defining current and future more by user, than seeking to mix long/short stay.</p>
<p><b>Shopper/Tourists</b> Windsor has a unique user profile which not only generates a seven-day demand, but also a night-time demand for parking. When considering the two main users' shoppers and tourists, their demand periods are similar, namely off-peak weekdays and Saturday and Sunday. However, their length of stay is often different with tourists looking to spend longer in the town and therefore the quality and location of the short and long stay parking is a key consideration in terms of the attractiveness of each user and their defined destination.</p>	<p><b>Flexibility</b> The challenge in balancing the demand between long and short stay in Windsor is key. Each user has a profile, the shopper tends to be defined as short stay and wanting to be as close to their destination as possible, the visitor more likely long stay, but with a similar destination. They may be prepared to consider an alternate location or mode to get them there, as they have more time to spare. The town could benefit from an increase in "long stay" parking. This could allow a rationalisation of the town centre car parks, switching town centre spaces to short stay, with limited increase in volume in the town centre. This nature of the long stay user would promote other options such as park and ride.</p>
<p><b>Economic Success</b> - The continued growth of the town is integrally linked with parking as it supports increases in footfall for all aspects of the town. However, this increase can also create negative aspects with increased traffic and congestion, which can deter visitors.</p>	<p><b>Viability</b> - The balance is to generate an increase in spaces that can promote increased footfall and economic growth but can be managed to minimise the possible detrimental impacts of additional cars.</p>
<p><b>On Street Provision</b> – Windsor has an established on street parking provision for public use, which has evolved over time. The demand on these areas is increasing and there is a need to review and consider how these can be expanded, while retaining sufficient protection for residents.</p>	

**Maidenhead**

12.2.4 The table below sets out the proposed parking strategy for Maidenhead based on the present conditions in Maidenhead and how they can be met within the strategy.

**Table 12.4 Aspirations for Maidenhead**



Present Conditions	Future Considerations
<p><b>Income</b> - Maidenhead has a plan to increase the level of parking within the town centre and seek to rationalise the tariff system and better use of the car parks in line with the proposed growth of the town. Maidenhead has the highest number of spaces in an individual location, as such the income per space needs to be maximised.</p>	<p><b>Growth</b> - The town has a mixed use across the week, with certain car parks being busy or full during weekdays, but with some witnessing very low usage at weekends. The growth of the town has been managed through rationalisation of car parking, which has proposed an increase in the future, but through consolidation a lessening of vehicle trips to multiple sites across the town centre</p>
<p><b>Seasonal Congestion</b> - There is a marginal variation in demand during school holidays, bank holidays and festivals such as Christmas. The demand is generally centralised to key town centre car parks where short and long stay users compete for spaces.</p>	<p><b>Management</b> - The overall increase in parking, the rationalisation of car parks and the management of where short and long stay and permit/season ticket holders are located seeks to provide an increase in short stay parking in the centre of the town at the two main retail car parks.</p>
<p><b>Shopper/Tourists</b> - Maidenhead's parking demand is more focused on retail, employment and commuters, the town has more "daytime" based demand across the</p>	<p><b>Flexibility</b> - The regeneration proposals seek to generate sufficient short and long stay spaces to meet the demand, while seeking to balancing the demand between</p>



<p>week, with limited demand for evening parking. However, the quantum and type of regeneration in the area, means that the future parking provision needs to promote and support this growth and provide sufficient type, quantum and located in the optimum location for those user types.</p>	<p>long and short stay while minimising their impact on the town and its specific environmental issues such as the AQMA's. However, the quantum needs to be flexible and balance the demand against the financial cost, thus offering a tariff structure to encourage use in edge of town car parks for long stay and maximise the remaining town centre car parks for retail etc.</p>
<p><b>Economic Success</b> - The continued growth of the town is integrally linked with parking as it supports increases in footfall for all aspects off the town, especially with seeking to expand on the daytime economic growth thorough creation/support of a night-time economy.</p>	<p><b>Viability</b> - The balance is to generate an increase in spaces that can promote increased footfall and economic growth. The use of a zonal system to maximise use of spaces in the town centre and seek to accommodate future growth seeks to concentrate the provision and ensure the town's long-term viability throughout the week.</p>
<p><b>On Street Provision</b> – Maidenhead has no formal on street paid parking areas. As the town centre is consolidated and tariffs amended there may be a level of displacement as such the council need to review how surrounding roads can be protected for use by residents, while considering the option for shared use or waiting restrictions to limit further displacement and impact on edge of town communities.</p>	

### The Wider Borough

12.2.5 The table below sets out the proposed parking strategy for those areas outside of Windsor and Maidenhead based on the aspirations and how they can be met within the strategy.

**Table 12.5 Aspirations for Wider Area**

Location	Aspiration	Future Considerations
<p>Ascot, Sunningdale and Sunninghill,</p>	<p>These areas have limited council operated facilities, in many cases the majority of the public parking spaces are free and controlled by time limits in terms of use. These locations are subject to growth and future development which will encourage visitors from outside the area, already leading to congestion and under provision. The primary means of access will be by car, given the limited public transport facilities and the dispersed nature of the population across a wider area outside the town's urban limits.</p>	<p>The development in and around these locations is increasing demand on the current parking provision, as such there needs to be a review on the current control on these spaces which may lead to a change in control or an increase in provision subject to environmental and other policies. In many cases certain roads in the area are resident permit only and any changes to off and on street parking will need to consider this to prevent any additional displacement.</p>
<p>Smaller villages or hamlets</p>	<p>Smaller areas such as Datchet and Eton have differing types of parking on and off street. The parking is heavily influenced by</p>	<p>The scale of any increase in provision would need to be assessed against the current users seeking to balance demand</p>



Location	Aspiration	Future Considerations
	commuters and tourists; as such these areas have pay and display on and off street, resident parking limits and unrestricted parking. The areas are often subject to multiple small-scale developments which support the local amenities.	between residents, shoppers, commuters and tourists. There is limited land for car park extensions, as such any increases are likely to be on street and would need to consider current resident requirements, thus suggesting the possibly of increased shared use spaces.
Rural Areas	The majority of the rural car parks are linked to recreational areas (for example: Windsor Great Park or the River Thames	Due to the environmental constraints there is limited scope to expand these facilities, however their location is optimum to promoting their use to improve health and well-being.

**Outside the Borough**

12.2.6 The council are committed to co-ordinate with and be compatible with neighbouring authorities where necessary. This will require review of tariffs, levels of cross boundary trips and if there are opportunities, shared cooperation in terms of provision or management of spaces.

## 13 Action Plan

13.1.1 To deliver the strategic aims of parking, its associated objectives and policy principles as introduced through this document, an Action Plan has been developed below. A number of the actions overlap in terms of the chapter headings. As such they have only been included as a single action in order of the chapters of this document.

13.1.2 The Parking Strategy and specifically the Action Plan provides the council with a phased investment strategy to deliver the individual items set out in the action plan.

13.1.3 This combination of cost and programme will allow the council to manage the future capital expenditure required to implement the items in the action plan. The action plan can also be utilised by the council to secure external funding from central Government, government agencies, the LEP or developers through appropriate contributions.

13.1.4 The Action Plan utilises a provisional cost band as per below

£	=	£20 to 100K
££	=	£101K to £500k
£££	=	over £500k



<b>Table 13.1 Regeneration and Placemaking</b>			
<b>Ref</b>	<b>Action</b>	<b>Timeline</b>	<b>Cost</b>
R1	Review car park locations and develop a zonal approach based on primary users	2020 to 2023	£
R2	Review underutilised car parks and prepare a business case to establish whether demand exists, or is projected, and usage can be increased or consider disposal of the asset for development in line with the Property & Asset Strategy	2020 to 2025	£
R3	Review parking standards for development	2021 to 2023	££

<b>Table 13.2 Current and Future Baseline Parking</b>			
<b>Ref</b>	<b>Action</b>	<b>Timeline</b>	<b>Cost</b>
FB1	Deliver the regeneration parking proposals for Maidenhead (including new build at Vicus Way and Broadway)	2020 to 2023	£££
FB2	Undertake a parking review for Windsor parking to develop and agree local policy	2020 to 2023	£
FB3	Develop a business case for introducing charging in car parks which are currently free to manage demand; support residents and businesses; align with commercial objectives	2020 / 21	£
FB4	Strengthen policy that current / new developments should make private parking available for public parking in evenings and weekends as appropriate	Ongoing	£

<b>Table 13.3 On-Street</b>			
<b>Ref</b>	<b>Action</b>	<b>Timeline</b>	<b>Cost</b>
OS1	Promote phased expansion of car clubs and electric charging facilities Car Club – 5-10 per town/1-2 per village Electric Spaces – 20-40% of car park spaces Electric Spaces – 20% of on-street spaces	2020 to 2025	£££
OS2	Review and convert resident permit parking to shared use to increase parking provision and create flexible use	2020 to 2025	£
OS3	Review on-street public parking schemes and consider a zonal solution to manage demand; increase capacity and flexibility	2020 to 2025	££
OS4	Reduce on-street payment machines to 'drive' online business; reduce street clutter; reduce operational costs	2020 to 2023	£

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<b>Table 13.4 Financial</b>			
<b>Ref</b>	<b>Action</b>	<b>Timeline</b>	<b>Cost</b>
F1	Review and standardise the parking tariffs and times as far as possible across all car park – adopt eight band tariff model	2020	£
F2	Review and standardise the discount (when compared to daily tariffs) secured by purchasing a season ticket tariffs	2020	£

<b>Table 13.5 Special Parking</b>			
<b>Ref</b>	<b>Action</b>	<b>Timeline</b>	<b>Cost</b>
SP1	Review current location and level of provision for blue badge holders	2020-2023	£
SP2	Deliver new Shopmobility facility in new Broadway car park as an integral part of the town centre regeneration	2023-2025	££
SP3	Review current Shopmobility facilities in Windsor as part of wider parking review and development of local parking policy	2023	££

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<b>Table 13.6 Private and Non-Residential Parking</b>			
<b>Ref</b>	<b>Action</b>	<b>Timeline</b>	<b>Cost</b>
NRP1	Promote Travel Plans to minimise and manage car use as part of the development management process	2020-2030	£

<b>Table 13.7 Technology</b>			
<b>Ref</b>	<b>Action</b>	<b>Timeline</b>	<b>Cost</b>
T1	Actively promote use of car sharing and car clubs	2020-2025	£
T2	Increase activity and dynamic usage of information based Variable Message Signs	2020-2022	££
T3	Develop and deliver digital systems to provide real time data with respect to car park occupancy and on-street availability to inform public choices on parking	2020-2023	£
T4	Increase number and location of electric charging points and parking places across the car park and on-street estate in line with the Climate Change Strategy	2020-2025	£
T5	Investigate implementation of parking bay sensors; link to app-based system	2020-2025	£
T6	Review progress of autonomous vehicle usage on public highway and impact on parking demand and respond accordingly	2020-2025	£

<b>Table 13.8 Enforcement</b>			
<b>Ref</b>	<b>Action</b>	<b>Timeline</b>	<b>Cost</b>
E1	Develop the business case to implement static enforcement systems at key locations (schools) to meet strategic aims	2020-2023	£
E2	Consider options and the business case to expand use of static and mobile enforcement as national legislation is amended	2020-2025	£
E3	Adopt refreshed enforcement policy (attached as Appendix 2) and review periodically	2020	£



## APPENDIX 1 LOCAL PLAN POLICY

### Policy TR 1

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#### Hierarchy of Centres

1. The area's centres will be supported and strengthened to ensure that they continue to be the focus of communities. Initiatives which safeguard and enhance their role and function will be supported.
2. The hierarchy of centres in the Borough is defined as follows:
  - Town Centres: Windsor; Maidenhead
  - District Centres: Ascot; Sunningdale
  - Local Centres: Cookham; Cookham Rise; Datchet; Dedworth Road West, Windsor; Eton; Eton Wick; Old Windsor; Shifford Crescent, Maidenhead; Sunninghill; Vale Road, Windsor; Wessex Way, Cox Green; Wootton Way, Maidenhead; Wraysbury.
3. Windsor and Maidenhead will be the preferred location for the development of main town centre uses, followed by the District and Local Centres. The extent of the centres is defined on the Policies Map.
4. Development proposals for main town centre uses including retail development, leisure, entertainment facilities, offices and arts, cultural and tourism development will be supported in accordance with the hierarchy, provided they are appropriate in terms of their scale and design, and are well-related to the centre.

### Policy TR 2

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#### Windsor Town Centre

1. Development proposals should promote and enhance the role of Windsor town centre and its vitality and viability. The retail role of Windsor town centre will be supported.
2. New development proposals within the primary shopping area, as defined on the Policies Map, should broaden the range of shopping opportunities and improve the image of the town as a sustainable and high quality shopping destination. In particular proposals to extend retail floorspace within existing stores and complexes and to extend department store provision within Windsor Town centre will be supported.
3. Development proposals for retail and service provision aimed particularly at visitors will be supported in a visitor development area that is appropriate to the character and function of the area, which includes Windsor Castle, Royal Windsor Shopping Centre, High Street and Thames Street.
4. Primary frontages, defined on the Policies Map, should include a high proportion of retail uses. Development proposals for non-retail uses within primary frontages will be permitted where they would enhance vitality and viability, be appropriate to the character and function of the area and retain prominent shop units within the primary frontage.
5. Development proposals in secondary frontages will be supported where they contribute to the existing character, function and vitality of the street or surrounding environment.
6. Development proposals for residential use on upper floors throughout Windsor town centre will be encouraged.
7. An allocation for a mixed use development comprising ground floor retail units with residential units is identified on the Policies Map at Minton Place.



### Policy TR 3

[View Comments \(14\)](#)

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#### Maidenhead Town Centre

1. Development proposals should promote and enhance the role of Maidenhead town centre and its vitality and viability. The retail role of Maidenhead will be supported and development proposals for the regeneration of sites for town centre uses and those that protect, enhance or diversify retail activity, within the primary shopping area will be supported.
2. Reference should be made to the adopted Maidenhead Town Centre Action Area Plan with regard to the most appropriate locations and requirements for town centre uses and activities. Subsequent revisions of retail floor space projections should be taken into account in development proposals.
3. Primary frontages, defined on the Policies Map, should include a high proportion of retail uses. Development proposals for non-retail uses within primary frontages will be permitted where they would enhance vitality and viability, be appropriate to the character and function of the area and retain prominent shop units within the primary frontage.
4. Development proposals in secondary frontages will be supported where they contribute to the existing character, function and vitality of the street or surrounding environment. In particular, proposals to expand the cultural, entertainment and food offer of Maidenhead will be encouraged.
5. Proposals that make more efficient use of sites through intensification, higher densities or innovative design will be encouraged, provided that it is of exemplar design, supported by adequate infrastructure and transport and environmental impacts are appropriately addressed.
6. Within the town centre, development for tall buildings which are of exemplar design will be encouraged providing they do not compromise the character and appearance of the centre and that of nearby Conservation Areas.
7. Development proposals for residential use on upper floors throughout Maidenhead town centre, and proposals that would enhance the town's waterways, will be encouraged.

### Policy TR 4

[View Comments \(4\)](#)

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#### District Centres

1. Ascot and Sunningdale are district centres, defined on the Policies Map, whose main functions are to provide a range of shops and services to the surrounding areas. A broad mix of uses will be maintained within the centres to support their current functions and to help them meet their full potential.
2. Development proposals for retail use within district centres will be supported, particularly within the primary shopping areas as defined on the Policies Map.
3. Non-retail uses and services will also be supported provided the overall function of the centre and opportunities for customer choice are maintained.
4. The scale of development that will be appropriate in district centres will be smaller than that in town centres, and will be determined by reference to the scale and function of the centre in question. Development proposals should not be of such a scale that they would elevate the centre to a higher level in the retail hierarchy.
5. Development proposals for residential use on upper floors in district and local centres will be supported. Where there is a considerable proportion of vacant property in a centre, residential or other uses at ground floor level will also be considered by the Borough provided that they would not adversely affect the function of the centre within the retail hierarchy.
6. Special considerations will apply in situations of sustained high levels of vacancy, for example where more than 30% of the units in a centre have been vacant for more than a year. Where there is a sustained high level of vacancy, the Council will consider active town centre uses as a first resort with residential or other uses at ground floor level as a last resort.
7. A diverse range of appropriate uses including retailing will be appropriate and there is limited scope for new retail floorspace in either district centre. The Neighbourhood Plan for the area, Ascot, Sunninghill and Sunningdale Neighbourhood Plan 2011-2026, supports the provision of small retail units on sites in both centres.



## Policy TR 5

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### Local Centres

1. Development proposals for retail use within local centres will be supported, particularly within the primary shopping areas as defined on the Policies Map. Non-retail uses and services will also be supported provided the overall function of the centre and opportunities for customer choice are maintained.
2. The scale of development that will be appropriate in local centres will be determined by reference to the scale and function of the centre in question. Development proposals should not be of such a scale that they would elevate the centre to a higher level in the retail hierarchy.
3. Development proposals for residential use on upper floors in local centres will be supported. Where there is a considerable proportion of vacant property in a centre, residential or other uses at ground floor level will also be considered by the Borough provided that they would not adversely affect the function of the centre within the retail hierarchy.
4. Special considerations will apply in situations of sustained high levels of vacancy, for example where more than 30% of the units in a centre have been vacant for more than a year. Where there is a sustained high level of vacancy, preference will be given to active town centre uses. Residential or other uses at ground floor level will also be considered by the Borough provided they would not adversely affect the function of the centre within the retail hierarchy.
5. Local centres defined on the Policies Map will be supported to provide a broad range of services for their local community, mainly serving specialist local needs or the immediate day to day needs of their local area.
6. The local centres identified in Policy TR1 exclude small parades of shops of purely neighbourhood significance.

## Policy TR 6

[View Comments \(12\)](#)

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### Strengthening the Role of Centres

1. Main town centre uses must be located within the centres defined in the hierarchy of centres where sites are suitable, viable and available. Subject to operation of this sequential test and as set out elsewhere in policy, offices may also be located in defined business areas.
2. Unless a development proposal is intended to meet a particular local need that occurs only in a specific location or catchment area, development proposals must assess in-centre sites in the following order of preference:
  - a. sites in town centres (Maidenhead, Windsor)
  - b. sites in district centres (Ascot, Sunningdale)
  - c. sites in local centres.
3. Where suitable and viable in-centre sites are not available, edge of centre locations must be considered. If suitable and viable edges of centre sites are not available, out of centre sites should be considered. When considering edge of centre and out of centre proposals, preference will be given to accessible sites that are well-connected to the centre.
4. Flexibility should be demonstrated on issues such as the format and scale of development. All centres within each individual level of the hierarchy are of equal status for the purposes of this sequential test.
5. Outside the defined centres, retail development including subdivision of existing retail units or widening the range of goods allowed to be sold will be resisted unless the proposal passes the sequential test outlined above, or is intended to meet a particular local need that occurs only in a specific location.
6. Development proposals for retail, leisure and office development larger than the thresholds set out below, located outside defined centres must be accompanied by an assessment of their impact on the vitality and viability of and investment in defined centres within their catchment:
  - a. retail development: 1,000m<sup>2</sup> within Maidenhead and Windsor urban areas; 500m<sup>2</sup> elsewhere
  - b. leisure development: 2,500m<sup>2</sup>
  - c. office development: 2,500m<sup>2</sup>
7. Neighbourhood Plans may set different thresholds where local considerations, supported by evidence, indicate this is appropriate.





## Policy TR 7

[View Comments \(2\)](#)

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### Shops and Parades Outside Defined Centres

1. Development proposals that enhance the community function of shops and parades located outside centres defined on the Policies Map will be supported.
2. Where it is proposed to change the use of a shop outside a centre, an assessment will be made of its value to the local community. If the shop fulfils a function of benefit to the local community, development proposals must provide credible and robust evidence of an appropriate period of marketing for retail use.
3. Where evidence suggests that a shop does not fulfil a function of benefit for the local community, or where a community benefit exists to changing to another use, marketing evidence will not be required.

## Policy SP 1

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### Spatial Strategy for the Royal Borough of Windsor and Maidenhead

1. The Council's overarching spatial strategy for the Borough is to focus the majority of development in three growth areas (Maidenhead, Windsor and Ascot) to make best use of infrastructure and services, in addition to providing a sustainable approach to growth.
2. New development will largely be focused on the strategic growth location of Maidenhead. Maidenhead town centre will be a major focus of sustainable growth to support its important role within the wider Thames Valley. Higher intensity development will be encouraged within and near to Maidenhead town centre to make the most of the town's transport links, and to take advantage of the Elizabeth Line connections.
3. A large proportion of the Borough's new housing development is to be built as an extension of the town with approximately 2,500 homes focused on a cluster of sites near to Maidenhead railway station (Maidenhead Golf Course, Land south of Harvest Hill Road and Land south of Manor Lane). Growth in Maidenhead will be focused on existing urban sites wherever possible, with some limited release of Green Belt.
4. Windsor is identified as a growth area accommodating limited growth in the town centre and on its western edge. Windsor town centre has national and international significance as a major focus of visitor and tourist activity based on Windsor Castle and the River Thames. The conservation of existing heritage assets is particularly important, meaning limited development will only be permitted where it seeks to enhance the quality of the built environment and does not compromise its character and appearance. Limited Green Belt release will accommodate additional housing growth on the western edge of the urban area.
5. Development in the Ascot growth location will be largely based on Ascot Centre. The coordinated development of several sites related to Ascot High Street will provide the opportunity to strengthen its role as a significant centre in the Borough providing a wide range of uses and activities, and include the provision of public open space. This will be achieved through the redevelopment of existing sites as well as limited Green Belt release.
6. The villages excluded from the Green Belt will continue in their roles as local centres as well as providing limited opportunity to accommodate new development. This will largely be achieved through the redevelopment of existing brownfield sites within the villages alongside limited Green Belt release.
7. Employment needs will largely be met in existing settlements.
8. The Green Belt will be protected from inappropriate development in line with Government policy.



## Policy SP 2

[View Comments \(40\)](#)

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### Sustainability and Placemaking

1. All new developments should positively contribute to the places in which they are located.
2. Larger developments<sup>(1)</sup> in particular will be expected to:
  - a. Provide a harmonious, integrated mix of uses, where appropriate, that foster a sense of community, vibrancy and activity;
  - b. Contribute to the provision of social, natural, transport and utility infrastructure to support communities;
  - c. Be designed to facilitate and promote community interaction through the provision of:
    - i. walkable neighbourhoods; and
    - ii. attractive public spaces and facilities and routes which encourage walking and cycling;
  - d. Create places that foster active healthy lifestyles;
  - e. Be of high quality design that fosters a sense of place and contributes to a positive place identity.

## 6.5 Policy SP3 Character and Design of New Development

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### Policy SP 3

[View Comments \(121\)](#)

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#### Character and design of new development

1. New development will be expected to contribute towards achieving sustainable high quality design in the Borough. A development proposal will be considered high quality design and acceptable where it achieves the following design principles:
  - a. Respects and enhances the local, natural or historic character of the environment, paying particular regard to urban grain, layouts, rhythm, density, scale, bulk, massing, proportions, trees, water features, enclosure and materials;
  - b. Provides layouts that are well connected, permeable and legible and which encourage walking and cycling;
  - c. Delivers easy and safe access and movement for pedestrians, cyclists, cars and service vehicles, maximising the use of sustainable modes of transport where possible;
  - d. Respects and retains high quality townscapes and landscapes and helps create attractive new townscapes and landscapes;
  - e. Retains important local views of historic buildings or features and makes the most of opportunities to improve views wherever possible (including views of key landmarks such as Windsor Castle, Eton College and the River Thames);
  - f. Creates safe, accessible places that discourage crime and disorder. Well connected, attractive, legible places with strong active frontages will be expected;
  - g. Incorporates interesting frontages and design details to provide visual interest, particularly at pedestrian level;
  - h. Designed to minimise the visual impact of traffic and parking;
  - i. Protects trees and vegetation worthy of retention and includes comprehensive green and blue infrastructure schemes that are integrated into proposals;
  - j. Provides high quality soft and hard landscaping where appropriate;
  - k. Provides sufficient levels of high quality private and public amenity space;
  - l. Has no unacceptable effect on the amenities enjoyed by the occupants of adjoining properties in terms of privacy, light, disturbance, vibration, pollution, dust, smell and access to sunlight and daylight;
  - m. Is accessible to all and capable of adaption to meet future needs;
  - n. Provides adequate measures for the storage of waste, including recycling waste bins, in a manner that is integrated into the scheme to minimise visual impact.



## 10.4 Policy VT1 Visitor Development

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### Policy VT 1

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#### Visitor Development

1. Maidenhead and Windsor town centres will be the main focus for major visitor related development. Development will be acceptable in other settlement locations provided that the type and scale of activity and the number of trips generated are appropriate to the accessibility of the location by walkers, cyclists and users of public transport. Proposals for hotel development at Windsor and Ascot racecourses will be supported if a case of very special circumstances is made in each case.
2. Development proposals for visitor development will be expected to:
  - a. be consistent with the sequential approach to site selection within that settlement or as an exception show evidence that the proposed development is locationally specific and consistent in terms of scale, impact and function with their location
  - b. contribute positively to the character of the area, the amenity of surrounding land uses and the retention and enhancement of heritage assets
  - c. contribute, where appropriate, towards town centre rejuvenation and environmental enhancement and a sustainable, safe, attractive and accessible environment
3. Development required to meet the changing needs of visitors at existing visitor attractions will be supported if the proposal does not have an adverse impact on local environment, amenity or traffic.
4. Development proposals for visitor development in rural locations will be supported where the proposals promote the rural economy and contribute positively towards the ongoing protection and enhancement of the countryside.
5. Visitor development proposals located in the Green Belt will be expected to demonstrate that they maintain the character of the Green Belt in that location, protect historic and heritage assets, are in conformity with current Green Belt guidance, policy and legislation, and are supported by a case of very special circumstances.

## 13.5 Policy EP2 Air Pollution

[View Comments \(0\)](#)

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### Policy EP 2

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#### Air Pollution

1. Development proposals will need to demonstrate that they do not significantly affect residents within or adjacent to an Air Quality Management Area (AQMA) or to residents being introduced by the development itself.
2. Development proposals which may result in significant increases in air pollution must contain appropriate mitigation measures, thus reducing the likelihood of health problems for residents.
3. Development proposals should aim to contribute to conserving and enhancing the natural and local environment, by avoiding putting new or existing occupiers at risk of harm from unacceptable levels of air quality. Development proposals should show how they have had regard to the UK Air Quality Strategy or any successive strategies or guidance, ensuring that pollutant levels do not exceed or come close to exceeding national limit values.
4. Development proposals should show how they have considered air quality impacts at the earliest stage possible; where appropriate through an air quality impact assessment which should include the cumulative impacts. Where relevant, air quality and transport assessments should be linked to health impact assessments, including any transport related mitigation measures that prove necessary.



## 13.9 Policy EP4 Noise

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### Policy EP 4

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#### Noise

1. Development proposals should consider the noise and quality of life impact on recipients in existing nearby properties and also the intended new occupiers ensuring they will not be subject to unacceptable harm.
2. Development proposals that generate unacceptable levels of noise and affect quality of life will not be permitted. Effective mitigation measures will be required where development proposals may generate significant levels of noise (for example from plant and equipment) and may cause or have an adverse impact on neighbouring residents, the rural character of an area or biodiversity.
3. Development proposals in areas significantly affected by aircraft, road or rail noise will be supported if the applicant can demonstrate via a noise impact assessment, effective mitigation measures.
4. Development proposals will need to demonstrate how they have met the following internal noise standards for noise sensitive developments:
  - a. Internal noise levels within all habitable rooms shall not exceed an average noise level (LAeq) of 35 dB(A) during the daytime measured between 07.00am to 11.00pm
  - b. Internal noise levels within all habitable rooms shall not exceed an average noise level (LAeq) of 30 dB(A) during the night – time measured between 11.00pm and 07.00am
  - c. Internal noise levels within the bedroom environment shall not exceed a maximum noise level (LMax) of 45 dB(A) during the night – time measured between 11.00pm and 07.00am
  - d. Where feasible, measures shall be taken to ensure the external noise levels as part of the development do not exceed an average noise level (LAeq) of 55 dB(A) during the daytime measured between 07.00am and 11.00pm
5. The Council will require noise impact assessments to be submitted in circumstances where development proposals will generate or be affected by unacceptable levels of neighbourhood or environmental noise.

#### Neighbourhood Noise

6. Where neighbourhood noise associated with a particular development is likely to cause unacceptable harm to existing or future occupiers, the Council will require applicants to submit a noise assessment.
7. Development proposals will be expected to demonstrate how exposure to neighbourhood noise will be minimised by the use of sound insulation, silencers, noise limiters, screening from undue noise by natural barriers, man made barriers or other buildings and by restricting certain activities on site.

#### Environmental noise

8. Development proposals will need to carry out a noise impact assessment in compliance with BS7445-1: 2003 for development proposals affected by environmental noise, to determine the noise levels that affect the development,



## Policy IF 1

[View Comments \(62\)](#)

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### Infrastructure and Developer Contributions

1. Development proposals will be supported that deliver infrastructure to support the overall spatial strategy of the Borough, including making contributions to the delivery of infrastructure projects included in the IDP in the form of financial contributions or on site provision.
2. Implementation of the CIL ensures a consistent and co-ordinated approach to the collection of developer contributions. Alongside CIL, dedicated Planning Agreements (S.106 of the Town and Country Planning Act, 1990) will be used to provide the range of site specific facilities which will normally be provided on-site but may where appropriate be provided in an off-site location or via an in-lieu financial contribution.
3. Applicants will be subject to a requirement for a financial viability appraisal if it is considered that the level of affordable housing being sought will threaten the viability of the development proposal.
4. The loss of existing infrastructure will be resisted unless a suitable alternative can be provided or it can be demonstrated that the infrastructure is no longer required to meet the needs of the community. The Council will expect development proposals to demonstrate that consultation with an appropriate range of service providers and the community has taken place.
5. The Council will work in partnership with infrastructure service providers and developers to ensure that the infrastructure needed to support development is provided in a timely manner to meet the needs of the community. In some cases, it will be necessary for the infrastructure to be provided before development commences.
6. Development may be phased to ensure the timely delivery of the infrastructure that will be necessary to serve it. Each case will be determined on its individual merits during the development management process.

## Policy IF 2

[View Comments \(209\)](#)

[Add Comments](#)

### Sustainable Transport

1. Development proposals should support the policies and objectives of the Transport Strategy as set out in the Local Transport Plan.
2. The Council will develop and implement revised parking standards. Transport and parking proposals including any varied parking standards set out in Neighbourhood Plans that have been made will also be supported.
3. New development should be located close to offices and employment, shops and local services and facilities and provide safe, convenient and sustainable modes of transport. Development proposals that help to create a safe and comfortable environment for pedestrians and cyclists and improve access by public transport will be supported.
4. Development proposals should show how they have met the following criteria where appropriate:
  - a. be located to minimise the distance people travel and the number of vehicle trips generated;
  - b. secure measures that minimise and manage demand for travel and parking;
  - c. be designed to improve accessibility by public transport;
  - d. be designed to improve pedestrian and cyclist access to and through the Borough's centres, suburbs and rural hinterland;
  - e. facilitate better integration and interchange between transport modes particularly for Windsor, Maidenhead and Ascot town centres and railway stations;
  - f. optimise traffic flows and circulation to minimise negative environmental impacts of travel including congestion, air pollution and noise;
  - g. provide car and cycle parking in accordance with the current Parking Strategy, including disabled parking spaces, motorcycle parking and cycle parking as well as provision of electric vehicle charging points where appropriate.
5. Transport Assessments and Statements and Travel Plans will be required to be prepared and submitted alongside development proposals, including residential schemes, in accordance with Department for Transport guidance and local authority requirements. Appropriate provision for public transport services and infrastructure will also be required.



**Policy IF 3**

[View Comments \(13\)](#)

[Add Comments](#)

**Green and Blue Infrastructure**

1. The Council will encourage improvements to the quality and quantity of the green and blue infrastructure network in the Borough.
2. In the growth areas which are subject to high levels of intensification, developers will be expected to provide innovative and high quality green and blue infrastructure networks as part of their proposals. High intensity schemes that do not support development with high quality green and blue infrastructure in terms of quantity and quality will be resisted.



**Appendix 2 Enforcement Policy (separate document)**

## Appendix 3 Technology

### Customer Experience

#### Customer Information

Tourists in particular could use help in getting around an unfamiliar town, so the council provides local guides and maps to help customers find their way around from the moment they arrive and indeed to and from the car park and inside the car park. See RBWM website

<https://www.rbwm.gov.uk/home/transport-and-streets/parking/car-parks-and-park-and-ride>

#### Customer Routes to and from Car Parks

The Council has undertaken a review of routes to and from the main car parks in Maidenhead and recommended improvements have been set out in the Council's Access and Parking Strategy 2014, for the council and developers to consider these in the future. Since the review, many of the routes have been updated or are being considered as part of the wider town centre regeneration proposals for the town.

The council has the option to carry out a similar review for the Windsor car parks; however, these were previously considered in the Windsor Parking Strategy in 2008 and key routes were improved at the time.

These previous studies do not preclude the option for ongoing reviews and possible improvements as the parking provisions are altered across the town.

#### Zonal Parking

Both Maidenhead and Windsor's main public car park's capacity for public use are influenced by the level of contract, business and resident parking in key car parks, which inevitably reduce the number of spaces that can be offered to customers.

In Windsor, there is a provisional zonal management system with business parking pushed to the edge of town car parks such as King Edward's and Home Park; this does release spaces in the town centre for all other users.

#### Space, aisle and ramp sizes

This is an issue especially with older car parks and often leads to major issues when seeking to refurbish them as it often leads to loss of spaces. Traditionally parking spaces are 2.4m by 4.8m, this should be the minimum size. As vehicles are getting larger, there is consideration to increase space sizes to 2.5m by 5m. The other key issues are the aisles and the ramp widths are narrow and can lead to damage to vehicles. In addition, in older car parks the need to consider improved pedestrian walkways leads to the retro fitting of safety barriers etc that can often further reduce widths. The council would seek to promote good design practices for new car parks whether public or privately operated.



## Pedestrian Way Finding in Car Park

Either through major refurbishments or new builds of council or privately run public car parks, customer wayfinding is a key to guide customers smoothly around a complex of buildings or floors and then safely back to their cars. Wayfinding signage is vital in any large visitor location with multiple entrances and facilities. Large multi storey car parks, retail parks, shopping centres, education sites and hospitals are reliant on way finding to enhance the journey and manage the users. The ability to re-paint and improve lighting is all key to improving security and coupled with way finding can lead to the customers “feeling safer”. In addition to these the following items can all be used to further promote improved way finding.

Surface Painting	Clear Definitions of Floors (numbers and colours) at lifts/stairs
	
Reinforce level definition at parking bay	Replacement of conventional small-scale signage
	

**Figure App 4.1 Examples of Enhanced Car Park Interiors**

## Enhanced Facilities

It is now commonplace to have a car wash/valet facility in major car parks. However other private car park operators are seeking to enhance their customer experience and offer a unique set of convenient services so that their customers feel looked after from arrival to departure and enjoy an exceptionally positive experience, which adds to their trip and influences their choice of car park. These include:

- Provision of umbrellas
- Shoeshine facility's
- Food and drink dispensers
- Buggy rental
- Alcohol tester
- Heart defibrillator

- Jump starter facility
- Possible flat tyre service

### Pedestrian Safety

Traditional measures such as increasing the number and visibility of help points provides further confidence to the customers who may be using the facility for the first time.



**Figure APP4 .2 Examples of Safety and Help Point Stations**

### Security

The Borough will continue to make its car parks safer using security measures such as CCTV cameras, 'help points', good lighting and regular patrols. The council will continue to seek to meet the "Park Mark" standards which is an award given to car parking facilities that have demonstrated they are concerned with safety and have taken steps to ensure that they are secure and safe from crime. The Park Mark award scheme is managed by the British Parking Association and fully supported by the Home Office and Scottish Government.

This status should be sought for all car parks. The council will seek to maintain the quality of its car parks through capital investment and possible revenue from car park charging to meet the criteria below.

- A car park that has been vetted by Police to ensure it is fully secured.
- Measures taken to deter anti-social behaviour and criminal activity.
- The site receives expert consultation from Development Managers to help keep the security up to a high standard.
- The site belongs to a nationwide scheme dedicated to combating crime and raising standards for public services.

# ***The Royal Borough of Windsor and Maidenhead Parking Enforcement Policy***

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***November 2013  
Refreshed October 2020***

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THE ROYAL BOROUGH OF  
WINDSOR AND  
MAIDENHEAD

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## Foreword

This document is intended to provide a comprehensive reference guide to the strategy and policies laid down by the council for everyone with a vested interest in parking enforcement within the Borough. It will be regularly updated to keep pace with changing priorities, assimilate new ideas and reflect changes to the regulations that control parking demands.

The purpose of the document is to:

- Communicate clearly the Royal Borough of Windsor and Maidenhead's (RBWM) parking enforcement policy to motorists who either reside, work in or visit the Borough,
- Ensure that RBWM's Parking and Traffic Enforcements staff apply the policy as required,
- Assist RBWM's Parking and Traffic Enforcements staff in the decision-making process, ensuring that consideration to parking matters demonstrate consistent high-quality decision making.
- Help ensure a consistent approach to initial advice on all parking matters is given by officers across the Borough.

## Disclaimer

This document supersedes any information appearing on the RBWM website or published documentation pertaining to civil parking enforcement (CPE) within the Borough.

The contents and policies contained within this document seek to clarify those areas where the Borough has discretion on CPE regulations. It does not over-ride the Traffic Management Act 2004 (TMA), Highway Code or any related regulatory framework. Where there may be contradiction please ensure that the Department for Transport (DfT) and Secretary of State's guidance (Feb 2008 onwards) takes precedent on statutory matters.

# **1 An introduction to RBWM's Parking Policy**

## **1.1 Legislation on Parking Enforcement**

The legislative framework for local authorities to carry out parking enforcement changed to the Traffic Management Act 2004 (TMA) Part 6 on 31<sup>st</sup> March 2008, replacing parts of the Road Traffic Act 1991 (as amended) and the Local Authorities Act 2000 (as amended). The TMA was introduced to improve public perception of parking enforcement by providing greater consistency of nationwide parking regulations and providing a fairer and more transparent system.

The TMA has also brought consistency to parking enforcement regulations for London and non-London authorities.

The regulations in part 6 of the Traffic Management Act 2004 largely replicate those contained in the Road Traffic Act 1991 (as amended).

The Traffic Management Act 2004 strengthens the requirements for local authorities to have consistent and transparent enforcement policies.

The parking regulations as prescribed by the 1991 Road Traffic Act are consolidated in the Traffic Management Act 2004 which decriminalised parking contraventions, which means that they are no longer dealt with under Criminal Law in the Magistrates Courts but come under the jurisdiction of the Civil Law. In effect, the Act gave powers to local Authorities to enforce parking restrictions, previously the responsibility of the Police (traffic wardens).

Since RBWM adopted these it has continued to develop additional enforcement powers. Through its parking enforcement, 'prohibited' and 'permitted' parking contraventions are enforced.

The Borough's parking enforcement policy seeks to abide by both Acts of Parliament and to incorporate best practice within its protocols. Reference is made to the Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking contraventions (Traffic Management Act 2004 issue Feb 2008) Codes of Practice for enforcement.

## **1.2 How RBWM's Parking Policy has developed**

Parking is very much a local issue. Central Government sets the framework but local authorities draw up policies and local regulations for their implementation and, where they have the relevant powers, enforce them. At RBWM, in addition to local implementation of legislative requirements, the Parking Enforcement Policy (PEP) incorporates the Council's own transport strategies governing parking enforcement.

The PEP guides the actions of the Council's parking enforcement team, determines the basic

objectives for the Council's parking permit schemes and informs the Council's approach to determining the appropriate level of charges for casual parking, permits and other parking concerns.

### **1.3 The case for controlled parking in the Borough**

Good parking provision is vital for the economy of the Borough and for the convenience of residents and visitors alike. It must, however, be recognised that parking space and availability is directly linked to traffic volume, which is linked to both congestion and pollution. A careful balance must, therefore, be struck between parking provision, parking controls, levels of charges and enforcement, in order to ensure that we obtain optimum value for the economic wellbeing of the Borough as well as for sustainability and environmental issues.

Over the last 10 years, traffic in the Borough has increased and the demand on parking space is increasing steadily. The net result is that parking has grown in significance as a priority and now affects all the Borough's residents and the business community, directly or indirectly.

To address these growing needs, the Council has responded by introducing Controlled Parking Zones (CPZs) to the Borough and there is pressure in some areas to expand these further. 33 of the CPZs are currently self-administered by the residents. However, a new policy commences in April 2021 which may impact upon these schemes.

Parking and Traffic Enforcement is central to the Council's overall approach to transport and has as its primary purpose, the achievement of traffic management objectives, through encouraging compliance with traffic regulations. Effective enforcement assists the Council in delivering its wider transport objectives. These key objectives can be summarised as follows:-

- Managing the safe and free movement of vehicles, pedestrians and cyclists
- Improving road safety
- Improving the local environment
- Maximising the use of parking space to balance the needs of road users, including residents, businesses and visitors
- Improving the movement and accessibility of public transport
- Meeting the needs of people with disabilities

It is important to remember that these objectives have been devised with one or more outcomes in mind. For example, it is intended to improve the traffic flow within the borough, enable residents to park near to their homes or reduce congestion and improve the experience in busy shopping areas.

### **1.4 How we aim to deliver positive parking and enforcement outcomes**

It will be important to measure the on-going effect of the approaches set out in this policy. The following approaches will be adopted to ensure that effective parking enforcement delivers the objectives:



- Developing parking strategies that meet local objectives, focusing particularly on congestion, road safety and accessibility
- Adopting best practice guidance available, including enforcement operations that are firm but fair and are reasonable to motorists and others who live and work in the borough
- Establishing clear performance standards in applying parking restrictions
- Communicating clearly to motorists what regulations are in force and how compliance is to be achieved
- Implementing appropriate recruitment, retention and training practices to ensure professional parking enforcement throughout the Borough
- Ensuring the process for challenging and appealing penalty charge notices is consistent and transparent
- Strengthening the status and profile of the parking appeals procedure and the role of the Independent Adjudication Service
- Maintaining independent scrutiny of Parking Enforcement
- Monitoring and publishing the standards we achieve

## 1.5 Our Enforcement ethos

Through its parking enforcement, the Council is committed to providing parking management and 'on street' enforcement that is consistent, effective and progressive.

This document reflects our desire for a 'customer service' attitude towards residents, businesses and visitors in all aspects of the Parking Enforcement.

It is inevitable that some drivers will feel aggrieved and occasionally errors will occur. Our intention is to keep these to a minimum through clear policies, robust procedures and by employing high calibre, well-trained staff. Where mistakes have occurred, we will acknowledge them and rectify them as soon as possible.

There are compelling road safety reasons for enforcing parking restrictions. Without parking regulation there can be little doubt that many busy parts of the Borough would quickly grind to a halt. However, the Council recognises that a practical, common sense approach is needed to carry out its parking enforcement responsibilities. Civil Enforcement Officers who enforce parking restrictions, all receive comprehensive training to enable them to carry out their duties effectively. Specific policies have been developed to ensure that officers carry out their work in a non-discriminatory and reasonable manner.

The use of technology is now an integral part of enforcement duties and assists in ensuring that Penalty Charge Notices are correctly issued. Required evidence is collected to enable the penalty to be pursued and provide motorists with proof of contravention in order to reduce errors and time spent on the appeals process. Lessons learned and feedback provided will be used to improve the way we conduct our business. We will publish useful information to enable the Borough's road users to understand what we are seeking to achieve, why we do it and how we perform against our stated aims.

## 1.6 Structure of Parking Enforcement in RBWM

The Borough's Parking Enforcement consists of two key elements:

- Parking Enforcement carried out by Civil Enforcement Officers
- Parking Administration

### 1.6.1 Parking Enforcement

#### Civil Enforcement Officer

Civil Enforcement Officers (CEO's) are responsible for the enforcement of parking restrictions throughout the Borough.

Some of the types of restrictions they are likely to enforce include parking in bus stops, adjacent to a pedestrian crossing, footways, dropped kerbs, yellow lines, overstaying, non-payment and resident's parking schemes.

The principal aim of parking enforcement is traffic flow and this is achieved with a well-trained and committed staff. Civil Enforcement Officers also provide an on-street presence as the "eyes-and-ears" of the council.

#### Parking Administration

This team of officers deal with the processing of Penalty Charge Notices (PCNs) and associated correspondence. This has the benefit of providing automatic review of the enforcement activity conducted by the enforcement officers which ensures that customers are dealt with according to the standards required by the Council and in accordance with Part 6 of the Traffic Management Act 2004. Ultimately, the independence of this team from the Civil Enforcement Officers ensures that there is a separation to the process.

The team also process payments and refunds, resident permits, visitor vouchers parking permits, season permits and other permits. Initial queries and requests for evidence supporting PCNs can be directed to [parking@rbwm.gov.uk](mailto:parking@rbwm.gov.uk)

In addition to this the team also process blue badges, deal with complaints and Freedom of Information requests as well as providing customer feedback, the team will identify improvements necessary to our processes and procedures to ensure that customer experience is always fair, transparent and equitable.

Our website provides information on our overall performance. Any comments concerning the enforcement policy and performance should be emailed to [parking@rbwm.gov.uk](mailto:parking@rbwm.gov.uk)

## 2 An overview of Parking Enforcement

### 2.1 Introduction

This section deals with the need for enforcement and explains the background and legislation relating to decriminalised enforcement. The objectives of RBWM's Parking Enforcement are also explained.

### 2.2 The parking regulations explained

The Road Traffic Regulation Act 1984 defines the objectives for which parking regulations can be introduced. These can be summarised as:

- Safety
- Congestion reduction
- Management of the kerb space where demand for parking exceeds supply
- Maintenance of access to premises

Raising revenue is not a lawful objective for either introducing or enforcing 'on street' parking controls and is a by-product of the service. Any revenue resulting from parking enforcement is used for covering the strategic and operational enforcement costs and meeting and developing the Council's Transport Policy objectives.

The Council enforces all parking, waiting and loading restrictions within the borough. The parking regulations enforced by the Council fall into two basic groups:-

- a) Those that apply nationally - in which case the Council must be clear as to why it enforces them and in what circumstances; and
- b) Those that have been applied by the Council through the making of Traffic Regulation Orders (TROs), in which case the Council needs to have a policy determining when the use of these powers is appropriate. The question of whether these restrictions should be enforced does not apply because if it was appropriate to introduce and maintain the restriction it is appropriate to enforce it.

The precise regulations made by the Council will depend on the circumstances at the location. There is a distinction between '**prohibited parking**' and '**permitted parking**'.

Prohibited parking relates to regulations introduced for safety reasons, likely to be in the form of yellow lines or 'school entrance – keep clear' markings. Where congestion reduction is the issue, single yellow lines might suffice. Enforcement is strictly adhered to on public safety grounds.

Permitted parking may include pay and display bays and residents' zones which are all symptomatic of areas where demand exceeds supply, requiring the Council to give priority to particular groups of motorists, e.g. residents and persons with disabilities, or forms of parking such as short stay or loading bays.

## 2.3 Objectives of Civil Parking Enforcement

The objective for the Civil Parking Enforcement regime is to ensure compliance with the regulations and achieve traffic management objectives. As noted above, the Road Traffic Regulation Act 1984 sets out the only lawful objectives for making parking regulations.

Both statute and case law make it clear that any authority that based its enforcement policy on the objective of raising revenue would be acting unlawfully.

In the majority of cases the parking restrictions enforced by the Council are introduced by the making of Traffic Regulations Orders (TROs), the local regulations that determine parking restrictions in the borough.

The parking restrictions that the Council can apply are also limited to:-

- No waiting (single and double yellow lines)
- No loading/unloading (kerb blips used in conjunction with yellow lines)
- School keep clear marking
- Pedestrian crossing zigzag marking
- Controlled Parking places

## 2.4 How the regulations are applied

The Council can enforce the following restrictions: -

- Contraventions where parking is prohibited as defined by Traffic Management Act and the Road Traffic Act (including the Highway Code)
- Parking contraventions in permitted parking bays or in restricted areas
- Non-payment or overstaying

Where parking is prohibited, apart from emergencies or circumstances beyond motorist control, there are limited exemptions.

In permitted parking areas, resident permit holders will be given priority in residential areas, while short-stay parking, blue badge holders and deliveries will be given priority in town centres and shopping areas.

In many locations where such measures are introduced it is not possible to meet all the demand for parking spaces, even for priority users. In some residential areas the demand for residents' parking now is starting to outstrip the supply of spaces. In mixed-use areas, there are competing demands from shoppers, residents and deliveries. In these cases, difficult decisions have to be made over allocation of kerb space. The introduction of short-stay parking gives an option.

Short-stay parking is regulated either by having limited-stay free parking bays or by minimal charges. Short stay free parking is difficult to enforce but can nevertheless be effective in

certain circumstances, whilst paid-for parking provides a more effective rationing mechanism and also makes enforcement simpler. The Government's advice is that parking charges should be set to achieve approximately 85% occupancy of bays available for short term parking. This ensures that there are always a few spaces available minimising traffic searching for a parking space and reduces congestion.

When parking demand greatly exceeds supply then the Council may introduce a Controlled Parking Zone (CPZ). A CPZ has the following elements:-

- The creation of controlled parking places
- The introduction (or extension) of permit schemes
- Possible restrictions on the type of vehicles that can use the controlled parking places (such as height and length of vehicles)
- The introduction of some control (waiting/loading/ zigzag) on all kerb space not designated a permitted parking place

Enforcement may be carried out by Civil Enforcement Officers (CEOs) who patrol on foot and by vehicle. The Council may issue Penalty Charge Notices and in very rare cases, remove vehicles.

## **2.5 Traffic Regulation Orders**

The infrastructure of controlled parking places and signs & lines is fundamental to ensuring that road users are aware of traffic regulations operated within the borough boundaries and enforced by the Borough. In adopting decriminalised enforcement powers in 2008, RBWM was required to update and consolidate all its Traffic Regulation Orders (TROs), which are available for viewing on our website.

As part of the Council's continuing drive for customer service improvement, it is our aim that the Civil Parking enforcement regime be considered legitimate and accountable. Our current plan includes an ongoing review of TROs to ensure that the orders underpinning our protocols are legal and accurate. It is Parking Enforcement's responsibility to ensure that attention to TROs does not stop once they are in place.

Reviews will also cover the parking infrastructure of lines and signs, which notify the public about the requirements of each order. The authority's TROs will be updated to reflect changing patterns of demand.

## **2.6 Parking Charges**

Our aim is to achieve an average rate of 85% occupancy during the peak periods, reducing the volume of traffic cruising for a space and ensuring that drivers who do need to park 'on street' are better able to find space. In order to achieve this, charging systems are in place for both on-street and off-street parking. A differential in pricing and maximum lengths of stay exists between the two to make most effective use of available capacity. .

Charges and tariffs for services other than PCNs are set to ensure the service offerings are

self-supporting. Members are very clear that they do not wish to increase charges indiscriminately but on a fair and economic basis.

Parking place usage, turnover and charges are reviewed annually in order to ensure that the objectives outlined above continue to be met. All increases in parking charges are agreed by the Members before implementation and advertised widely so that drivers are advised of the revised charges in advance. We also aim to ensure that charges for parking bays in the Borough remain competitive when compared with neighbouring boroughs. Meanwhile, the Department for Transport statutorily set PCN levels.

In the Borough, a 'Cashless' parking system RingGo is in place, for on-street and car park spaces, concurrently with the traditional method of cash payments into pay and display machines. This is designed to remove the need for drivers to find the correct change for a pay and display ticket. Where the Pay & Display machine is out of service the cashless payment service must be used.

## **2.7 Enforcement Protocols**

### **2.7.1 Processing Penalty Charge Notices**

Penalty Charge Notices are issued and processed subject to regulations set out in legislative guidance which this document seeks to replicate. Such replication is for the benefit of easy access and reference. However, for the avoidance of doubt readers should ensure they consult the Traffic Management Act 2004 and relevant Road Traffic Regulations. These are available upon request or by visiting the DirectGov and Department for Transport websites. There are variations according to the type of notice issued

### **2.7.2 Vehicle Removals**

The Royal Borough operates a removal and relocation service using our current enforcement contractor NSL, under the direction of the Borough's parking enforcement supervisors. Vehicles removed are taken to the NSL pound in Reading.

Removals are focused on persistent evaders (vehicles with three or more PCNs where there is no longer any opportunity to appeal) and foreign-registered vehicles (where the owner details and recovery of the penalty is unlikely).

Prior to a removal taking place a vehicle will be issued with a Penalty Charge Notice and then if it falls into one of the above categories will be considered for removal. Depending on the contravention or whether the vehicle is a persistent offender the removal may take place instantly.

Where it is thought more appropriate, the relocation of the vehicle may take place to the Council's pound in the Coach park. Relocations may take place where a vehicle is parked in a suspended parking area and was in-situ at the time of the suspension boards being erected. It may also be deemed inappropriate to remove certain other vehicles such as blue badge holders, diplomatic vehicles, etc. and these too may be relocated.

The details of any vehicles removed or relocated are passed to the Customer Service Centre and the Police along with the details of the vehicle's new location. Recovery from the pound requires proof of ownership, along with payment of the removal/storage and PCN fee. Details of the appeal against the removal in the event of a challenge will be provided. Any challenge can only be made once the vehicle has been released from the pound.

The Persistent Evaders Policy is considered to be compliant with the requirements contained within the TMA 2004. It is also considered that the removal policy correctly identifies those vehicles and circumstances which require prioritisation within the guidelines of the TMA 2004.

### **2.7.3 Correspondence**

PCNs issued will often result in correspondence from drivers who are seeking evidence or clarification on why they have received one. It is RBWM's policy to respond to all first stage challenges and formal representations in full. We aim to ensure that the driver is provided with all relevant information with regard to the issue of the PCN in accordance with the statutory process.

Any matter relating to the contravention, issue and progression of a PCN must be dealt with in accordance with the TMA. The Council accepts communication by email and letter which will be dealt with in accordance with the legislation. It must however, be noted that complaints and Freedom of Information requests are dealt with under a separate policy and do not fall within the legislative requirements.

Local Councillors are accountable to their electorate and may be approached by constituents to intervene in individuals cases. However, the TMA is clear concerning this issue and states that "elected members and unauthorised staff should not, under any circumstances, play a part in deciding the outcome of individual challenges or representations." The representation and appeals process has legal implications and as such intervention from a 3<sup>rd</sup> party may deny the appellant full appeal rights. Additionally, the process may not be perceived as transparent, particularly to those who are not residents and do not have access rights to local Councillors.

It is the aim of the Council to provide clear, consistent, advice to all parties that have dealings with the Parking Enforcement Team. All correspondence must be responded to in full, advising the appellant of the range of options that are open to them and providing advice and guidance with regard the process.

## **2.8 Persistent Evaders and Foreign Registration Plates**

Local Authorities have the power to remove persistent evaders' vehicles if they are in breach of parking regulations at the time of removal.

Foreign-registered vehicles make up a significant number of penalty charge evaders. The Council's policy is to also remove foreign-registered vehicles contravening the parking regulations where the owner cannot be readily traced. This policy accords with the EU cross state convention as such removals are sanctioned against UK-registered vehicles where the owners of vehicles without tax or licence plates who cannot be readily traced have their vehicles removed where an offence warrants a Penalty Charge Notice.

## 2.9 Cancellation Policy

The cancellation policy provides a reference guide relating to the cancellation policies and procedures for Penalty Charge Notices (PCNs). This policy is intended to provide guidance and clarity to the public and Council officers for the more common types of request for cancellations received by Parking Enforcement. All representations and requests for exemptions will be treated on their individual merits. This cancellation policy may require future amendment to reflect changes in legislation and the Borough's enforcement priorities.

The purpose of the cancellation policy is to:

- Provide clarity for the Borough's residents, members of the public, Elected Members and Council officers
- Assist officers in the decision making process
- Adopt a best practice guidance that is fair and in line with the requirements of TMA 2004 and the Traffic Penalty Tribunal (TPT)

RBWM's cancellation policy is contained in Appendix A.

## 3 Parking restrictions that apply in RBWM

The parking regulations enforced by the Council are categorised as:

- Those that apply nationally – in which case the Council must be clear as to why it is enforcing them and in what circumstances; and
- Restrictions applied by the Council – which have been made through TMO or TROs and therefore, require a policy explaining why the use of these powers is appropriate

If it was appropriate to introduce and maintain the restriction it is therefore correct that controls are in place to enforce it.

### 3.1 Parking restrictions which are applicable nationally or locally

#### Parking against Dropped Kerbs

Section 86 of the Traffic Management Act 2004 allows the Council to enforce against vehicles that block dropped kerbs. It is important for pedestrians, particularly the elderly, infirm, persons with disabilities and parents with pushchairs to be able to cross the road safely. The Council provides dropped kerbs to:

- Assist pedestrians
- Allow vehicles to leave and join the carriageway

The Council will also carry out enforcement in locations where the level of the carriageway has been raised to the level of the footway.



The Council will proactively enforce against vehicle parked adjacent to pedestrian dropped / raised kerbs. Enforcement will be carried out irrespective of whether yellow lines are present.

Where a dropped kerb is to a single residential property the Council can only enforce with the consent of the occupier of that property, providing no other restriction applies (e.g. a single yellow line). Enforcement action will only be carried out when requested by a resident who has paid for a vehicle crossover to their property and a means of contact. Where dropped kerb access leads to a multi-residential property (e.g. a block of flats) then the Council is able to carry out proactive enforcement.

### **Pedestrian Crossing (zigzag) markings**

As a highway authority, the Council is required by law to install zigzag markings at all pedestrian crossings. The markings prevent any vehicle from stopping (other than when impeded by traffic).

The purpose of the restrictions is to protect sight lines for motorists (seeing pedestrians on or about to proceed on the crossing) and pedestrians seeing approaching vehicles. They meet the legal requirement to provide clear uncluttered sight lines for both motorists and pedestrians and assist in the creation of a "safe place to cross".

Although this offence has been partly decriminalised, the police may still issue a Fixed Penalty Notice. Where it does happen, the police action takes priority and any Penalty Charge Notice issued by the Council will be cancelled.

The Council considers that zigzag markings make a significant contribution to the creation of safe locations where pedestrians can cross the road and will continue to take enforcement action against vehicles that park in breach of these regulations.

### **Obstruction and Double Parking**

Legislation has enabled the Council to enforce obstructions where this is due to double-parking or parking too far away from the edge of the carriageway. Exercising this power of enforcement allows the Council to address nuisance and obstructive parking and relieves pressure on Police time. The Council will continue to enforce against "double parking".

Any vehicle parked on the highway, other than in a designated parking place, could be considered to be causing an obstruction under Article 85 of the Traffic Management Act 2004.

### **3.2 Restrictions applied by the Council**

In addition to the introduction of Controlled Parking Zones (CPZs), there are a number of options available to the Council to control where vehicles stop and park and these are outlined below. They have the effect of preventing any vehicles from stopping during the controlled hours other than to set down or pick up passengers.

## School Keep Clear Markings

The Council has introduced keep clear markings outside most schools in the borough and most of these are formalised through Traffic Management Orders and are enforceable.

The purpose of the markings is to:

- maintain sight lines for children crossing the road to/from school
- maintain good access for emergency vehicles and to facilitate evacuation

School keep clear markings prevent any vehicles from stopping. They attract a considerable number of infringements both at the start and end of the school day and it is recognised that parents dropping off and picking up their children cause this. Parking Enforcement's response to these situations is:

- At the start and end of the school day we respond to requests for enforcement
- Where there has been no request for enforcement we visit schools on a programmed basis.
- During term time, the start/lunch time and end of the school day, we will issue PCNs to any vehicle seen on a school keep clear marking even when the driver is present

The restriction is primarily there to improve safety. Failing to adequately enforce the restriction (or having a policy that accepts that full enforcement of the restriction is not desirable) not only endangers our children but could result in the council being party to injury compensation claims.

## Waiting Restrictions

Waiting restrictions are only used when absolutely necessary to achieve a clearly stated objective or to deal with a demonstrable problem. As such they attract a high priority for enforcement.

Single and double yellow lines indicate that waiting restrictions are in place. 'Single yellows' indicate a restriction that applies for any period less than 24 hours. A time plate shows the times of control unless the restriction is in a Controlled Parking Zones (CPZ) and the hours of operation coincide with the CPZ operating times. Double yellow lines operate 24 hours a day all year. As such, a time plate is not required.

Waiting restrictions are used to:

- Facilitate road safety by keeping sight lines clear at junctions
- Facilitate commercial activity by "reserving" space that can be used for visible loading and unloading
- Reducing congestion by preventing parking that would obstruct traffic flow

The majority of waiting restrictions in the Borough are on strategic and distributor roads, where they are largely introduced to remove obstructive parking at locations such as the approaches to traffic signal junctions or at bus stops. These also aim to assist in reducing traffic congestion and consequently air pollution.

Waiting restrictions across the Borough are applicable over many different time bands. The Council is working towards a more consistent approach for restrictions to reduce confusion amongst motorists. However, road users have a duty to ensure they are familiar with the restrictions in the area they wish to park.

Other than within Controlled Parking Zones (CPZs), there are fewer restrictions in residential areas. Where they are introduced it is generally at potentially dangerous locations such as close to junctions, on bends, outside schools, where visibility of other motorists is obstructed and where restrictions may improve road safety and reduce accidents.

Pressure on available on-street parking space has led to increasing abuse of the Highway Code's basic rules regarding parking in obstructive or dangerous places. More restrictions in conjunction with enforcement are, therefore, required to increase compliance with these basic rules and thereby to improve road safety.

### **Loading Restrictions**

Loading restrictions are used in conjunction with waiting restrictions and have the effect of removing the ability to load and unload which is permitted on yellow lines as outlined above. This prevents stopping by vehicles that would normally be allowed to park on yellow lines, such as Disability (Blue) Badge holders. In general, loading restrictions are introduced in areas or at times where such loading would be obstructive or dangerous or would increase congestion and delays during peak traffic periods.

Loading restrictions are denoted by yellow kerb markings placed on the kerb at right angles to the kerb. A single kerb marking indicates that the restriction operates less than 24 hours and a double indicates 24 hours, 365 days a year. A time plate indicating the hours of the restriction must always be shown, even if the hours coincide with those of the CPZ or are in 24 hour operation over 365 days of the year.

Stopping for the purpose of loading and unloading goods is permitted on a waiting restriction (where no loading restriction is present) providing it is constant.

Waiting and loading restrictions are only imposed when absolutely necessary and in order to: achieve a road safety objective and prevent obstruction by parked vehicles.

### **What constitutes loading and unloading?**

This is not defined in the legislation or in the Council's TRO. However, definitions have been provided by decisions by Traffic Penalty Tribunal (TPT) appeals adjudicators in cases that have considered the process. The Royal Borough has adopted these principles until such time as the Department of Transport issues regulations. The following information, when considering the issuing or appeal of PCNs, will guide Civil Enforcement Officers and our appeal processing staff.

For commercial vehicles it is considered necessary that they be able to park close to the premises where they are delivering or collecting goods, as there are considerations of health and safety and security involved in the delivery and collection process. The goods involved do

not have to be heavy or bulky and the delivery process can include checking goods and paperwork. However, the goods do have to be pre-ordered and the delivery or collection process should be completed as soon as possible without any undue delays. Waiting for the premise to open or warehouse staff to arrive does not constitute legitimate loading or unloading.

Although private delivery and collection activities may involve heavy or bulky goods, there is a distinction between these and commercial loading. For the private motorist, the goods must be bulky or heavy so that they could not easily be carried by hand and it, therefore, becomes necessary for the vehicle to be parked close to the premises. The goods must be pre-ordered and the process must be completed as soon as practicable.

### **Exemption: Setting down/ Picking up, No Waiting Ban explained**

Vehicles are permitted to set down or pick up on a "no waiting loading/ unloading" restriction. If a vehicle is seen to be on a "no waiting loading/ unloading" without setting down or picking up the vehicle is deemed to be parked and a penalty charge notice (PCN) will be issued.

Where setting down/picking up activity is observed there is no set time limit with regards to passengers boarding or alighting and if it is apparent that the passenger is elderly or disabled the action of boarding/alighting can take as long as necessary. However, this action must be clearly observable by the CCTV operator or Civil Enforcement Officer and if it is not, a PCN will be issued.

Motorists are not permitted to set down and pick up passengers at marked bus stop locations, yellow box junctions and pedestrian crossing / zigzag lines.

### **Controlled Parking Zones (CPZs)**

Every metre of kerb space within a CPZ is controlled. CPZs are put into operation for areas experiencing conflicting demands for parking at certain times of day or throughout the day. The controls used are a combination of: -

- ❑ waiting restrictions (yellow lines)
- ❑ loading restrictions (kerb blips)
- ❑ zigzag markings (pedestrian crossings, schools, hospitals)
- ❑ permitted parking places
- ❑ parking for permit holders
- ❑ parking for casual use (normally pay and display)
- ❑ parking for shared use (permit holders and casual users)
- ❑ loading bays
- ❑ disabled persons parking bays

Traffic signs are situated at all the access points to a CPZ showing the hours of operation. The Council installs signs on each street showing specific restrictions where they may differ from the CPZ hours of operation.

## Controlled Parking Places

Without going to the extent of introducing a full Controlled Parking Zone it is possible to introduce limited on-street controlled parking places. The Council has introduced these in a small number of locations, principally around busy local shopping parades for the benefit of shoppers. These have normally been introduced following petitions from shop owners for economic support and complaints from nearby residents concerning visitors taking limited parking space supply.

## Regulations in force at Council car parks

An order is in place to control the use of 'off-street' car parks, specifying the opening times, charging hours, permitted class/es of vehicle, maximum length of stay and scale of charges for each car park. The Order also includes regulations relating to pay and display tickets and various by-law style rules controlling how individuals should park. Full details of all car parks and spaces are available at this link <https://www.rbwm.gov.uk/home/transport-and-streets/parking/car-parks-and-park-and-ride>

### 3.3 Signs and lines

Signs and lines must be legally compliant, well maintained and regularly checked. When new restrictions are introduced, the Council must lay the correct lines and erect the proper signs. If correct lines and appropriate signs are not in place, intended restrictions cannot be enforced.

The Traffic Signs Regulations and General Directions specify in precise detail the signs that must be used to indicate parking restrictions. Where there is an unusual or non-standard type of restriction, the Department for Transport is requested to specifically authorise each sign and, quite often, its location.

The Council's Highways and Traffic teams monitor signs and lines to ensure that they are in place and provide an inventory of faults. Civil Enforcement Officers also report discrepancies. Complaints and reviews of PCN cancellations are other sources used to provide feedback and check inaccuracies in signage and road markings. The council endeavours to take remedial action as soon as possible when problems are identified and will introduce a regular review of signs and lines compliance to ensure that all restrictions in the Borough can be properly enforced. However, minor deviations to lines do not render the parking control invalid. Motorists should ensure that they continue to park within the spirit of the legislation.

## 4 Suspensions, Dispensations and Exemptions

While they may appear very similar, suspensions, dispensations and exemptions have quite specific meaning when it comes to parking regulations, not only in relation to CPZs but more generally. This section explains:

- The exemptions included in the Council's Traffic Management Orders
- The availability of dispensations from the waiting and loading restrictions

- The Council's ability to suspend certain parking regulations

#### 4.1 Suspensions

Having introduced or designated a permitted parking place such as permit holder, shared use, pay and display, doctor, persons with disabilities, etc., it may be necessary to suspend it for a short time. Unless there are exceptional circumstances, the Council will only suspend a designated parking place in the following situations:-

- a) to facilitate maintenance and repairs to the highway
- b) to facilitate maintenance and repairs to services (gas, water, electric, telecoms etc.) buried within the highway
- c) weddings (only for the bridal carriage)
- d) funerals (hearse only)
- e) business or domestic removal
- f) building works (skip and loading)
- g) filming
- h) community events
- i) trade events
- j) VIP visits

The suspension of parking bays is normally prompted by the request of a resident, resident service provider (removal company, builder etc) or utility company (gas, telecom etc). The request is made in the first instance to the Parking Team which maintains records of all suspensions. The team then ensures that the appropriate signage is displayed at the location.

Every effort is made to reduce the inconvenience of suspended parking bays. It is our normal practice to erect signs 14 calendar days in advance. Applicants must apply in good time to comply with legal requirements. This allows a reasonable period of advance warning for the general public.

A charge is levied on each suspension to ensure that parking spaces are returned to their designated use as promptly as possible.

If a suspension is cancelled prior to the designated day a refund may apply. But the administration charge is non-refundable.

The Council does not charge for suspensions in the following circumstances:

- a) funerals
- b) when a suspension is required to facilitate vehicular or pedestrian traffic movement during a development programme

To minimise the inconvenience of parking bay suspensions the Council will:

- a) only grant a suspension when absolutely necessary
- b) restrict the suspension to the minimum space required to perform the task or carry out

the event

- c) restrict the duration of the suspension to the shortest possible amount of time
- d) consider the size of suspension in conjunction with the duration (i.e. a long term suspension is more acceptable if only a short length of kerb is taken)
- e) provide a minimum five working days' notice to enable those affected to be suitably notified
- f) choose to suspend free or "pay and display only" bays rather than "permit holder only" or "shared use" bays where there is a choice
- g) ensure that suspensions are correctly and clearly signed
- h) monitor suspensions to ensure they are removed within agreed time and when no longer required

In exceptional circumstances the council may accept suspensions at short notice. These requests are treated on a case by case basis. Residents should, therefore, look out for "parking suspended" signs and comply with them as designated parking bays in the Borough could be suspended at any time.

At the time of sign placement, details of all vehicles in the suspended area are recorded and the signs are photographed. Signs are placed at each location, although their exact number and placement is dependent on availability of street furniture and extent of suspension. At the conclusion of the suspension the signs are re-photographed and removed.

DfT-approved signs currently used are a rigid foam board, in high visibility yellow, approximately two feet square. Full details of the duration, location and nature of the suspension are entered on the sign.

Alternative parking arrangements are not normally made as most suspensions are relatively short in duration and kerbside length. However, in the case of major suspensions (e.g. Thames Water Mains Replacement Programme) alternative parking provision is considered.

Civil Enforcement Officers enforce as per the suspension board. Information collected at the time of board placement is used to assist with the enforcement process.

## 4.2 Dispensations

A "dispensation" is short for "dispensation from the waiting and loading restrictions".

It is Council policy to only introduce waiting and loading restrictions when absolutely necessary. It follows, therefore, that a dispensation from the waiting and loading restriction can only be granted where there is no alternative.

On receiving an application for a dispensation, the Council will examine whether it is possible to carry out the task in a different manner:

- a) outside the hours when the restrictions apply
- b) by correctly using a permitted parking place in the vicinity of (but not immediately adjacent to) the destination

Underlying its decision-making process are the following considerations:

- a) finding alternatives to inconveniencing other road users
- b) granting dispensations for special one-off events
- c) assessing increased risk to public safety

The council will consider applications for dispensations to allow: -

- a) major building works
- b) removals
- c) delivery and collection of cash and high value items where the vehicle requires a dispensation to get close to the destination premises. This acknowledges that some routine dispensations may be allowed and reflects the fact that secure deliveries will often be irregularly scheduled for security reasons, making it difficult to deliver during permitted times

A dispensation does not give permission to mount the footway. It is relevant to mention this here because waiting and loading restrictions are often imposed when the carriageway is narrow. When the carriageway is narrow, delivery drivers often feel that blocking the footpath for pedestrians is preferable to blocking the carriageway. The correct action is to carry out the delivery or task as quickly as possible and move away. The council will issue tickets (PCNs) to any vehicle with one or more wheels on the footway regardless of any dispensation if an enforceable restriction is in place at the time.

Any dispensation from the waiting and loading restrictions is very specific, in that it will show the following details:

- a) the location(s) where the dispensations may be used
- b) the times and date(s) when it may be used
- c) the reason it has been issued
- d) any conditions attached to its issue
- e) the vehicle registration number (VRN) of the vehicle in question must be shown and a description of the vehicle (e.g. delivery van, removals lorry, mobile crane, concrete pump, armoured vehicle)
- f) the name of the applicant or company name and their contact telephone number

If the dispensation is not being used correctly and the requirements as to vehicle registration, location, times and dates are not met, a Penalty Charge Notice will be issued.

Charges are levied for dispensation notices to cover the costs of processing applications and monitoring use. The fees are subject to annual review.

### 4.3 Exemptions

A TMO is required to impose most of the parking, waiting and loading regulations currently enforced by the council. Exemptions from the regulations are also contained within the TROs and these are designed for two major reasons:

- To ensure that necessary commercial activities can continue



- To accommodate certain situations or activities

The council's TROs currently grant exemptions to the following classes of vehicle use:

- Emergency services vehicles, i.e. police, ambulance and fire, whilst on official duties.
- Taxis waiting at a cab rank.
- Local Authority vehicles whilst being used in connection with statutory duties.
- Post Office (and other postal delivery service providers vehicles) whilst engaged in picking up or delivering postal packets.
- Gas, water, electricity and telecommunications providers whilst the vehicles are being used in connection with works on the highway or in emergency situations.

There are also exemptions that apply to any vehicle, but only in certain circumstances:

- Those displaying a valid blue badge (see further information below).
- A vehicle stopping to allow someone to board or alight from the vehicle.
- A vehicle prevented from moving due to circumstances beyond the driver's control.
- Loading and unloading (discussed earlier in this document).

#### 4.4 Exemption (blue badge)

As with most Boroughs, the national/international Blue Badge Scheme is recognised in the Borough. Applications for badges are made to the Customer Service Centre and considered in accordance with the criteria as set by the Department for Transport.

The Blue Badge Scheme is more correctly known as the Disabled Person's Parking Exemption. The badge conveys a number of benefits to the holder, including an exemption from waiting restrictions (single and double yellow lines). Badge holders may park for up to three hours on single or double yellow lines (provided a loading ban - yellow kerb blips - is not in place) and a clock is displayed.

Additional benefits are available to Blue Badge holders when in the Borough:-

- In commercial areas, on-street parking is provided for blue badge holders where appropriate. These spaces are clearly signed or marked.
- In car parks spaces are reserved for blue badge holders. Badge holders can park free of charge within the Borough car park without limitation of time.
- Free parking in on-street pay and display and shared use bays (except where controlled signs state otherwise).
- Limited waiting bays (check signs for limitations)

Blue badge holders are not permitted to use on-street resident bays unless displaying a valid permit or park on loading restrictions or pavement/verges and, with increasing numbers of such badges, it is regrettably becoming necessary to step up enforcement to prevent dangerous and obstructive parking by inconsiderate blue badge holders. Such contraventions may necessitate removal.

The Traffic Management Act 2004 includes provision for enforcement officers to inspect Disabled (blue) badges.

There are five main types of fraud committed which are as follows:-

- A false declaration is made to obtain the badge.
- The badge is altered to extend the expiry date.
- Displaying a fake or copied badge.
- Use of a stolen badge.
- Where the badge is used by friends or family of the badge holder when that person is not a passenger in the vehicle.

Where badge holders are complicit in any of the above it jeopardises their rights and the badge could be suspended. Anyone charged with falsely using a badge can face a fine up to £1,000.

## 5 Controlled Parking Zones

### 5.1 Purpose for Controlled Parking Zones

Controlled Parking Zones (CPZs) are a fundamental component of national, regional and local transport policies. CPZs form part of the Borough's Transport Strategy and are an integral part of the Council's Local Transport Strategy. A CPZ will have clear objectives and the controls that are introduced will be commensurate with achieving these. CPZs introduce uniform restrictions throughout an area.

Every metre of kerb space is controlled during the hours in which the CPZ operates. The hours of operation are posted on every road by which a motorist can enter the CPZ. Where a single yellow line is imposed, there is no need for a separate time plate unless the hours differ from those of the overall CPZ – this has the effect of a significant reduction in sign clutter on streets. Nevertheless, there are occasions where repeater signs are desirable to reduce confusion to motorists. CPZ times are also shown on parking bay signs within the controlled area. CPZs may operate for a limited time during the day/week or 24/365.

Significant consultation takes place with residents and local business prior to introduction. The Council introduces such zones where there is support for them. Controlled Parking Zones are introduced to:

- a) Ensure adequate access and safety standards are maintained;
- b) Manage competing demands of different road user groups;
- c) Ensure a balance in parking provision between vehicles required for residents, disabled people, delivery and service vehicles etc in residential areas;
- d) Reduce traffic congestion in the longer term and make essential vehicle journeys easier;
- e) Encourage a choice of more sustainable means of transport;

- f) Manage available parking space to ensure convenient short-term parking is available for shoppers and visitors; and
- g) Ensure adequate access is maintained, particularly for emergency vehicles.

## 5.2 Consultation on CPZs

CPZs have clear strategic and local advantages. However, they are only introduced following local consultation and after community support has been demonstrated. Statutory consultation involves public notices displayed on-street and within local publications. In addition the council will ask residents, Ward Councillors or Parish/Town Councillors to gauge public support for the CPZ by consulting local residents and asking for a response.

Once a CPZ has been designed and before its installation, the recommended design will be made available to the public who will have the opportunity to comment on the proposals.

In designing a CPZ, the following issues are always considered:

- a) Safety of all road users
- b) The need for steady movement of traffic
- c) Projected demands for day-time and night-time residents' parking
- d) Convenient parking for people with disabilities
- e) The balance between parking for residents, visitors and local businesses
- f) Displacement and Impact on adjacent areas
- g) Opportunities for, and implications of, the dual use of parking spaces
- h) Convenient parking provision for delivery and service vehicles
- i) Business permit requirements
- j) The volume of signage and reduction of street clutter
- k) Restraint on traffic growth by reducing available commuter parking
- l) Good practical design to support the efficient day-to-day operation of the zone such as: -
  - Casual parking located as close as possible to points of attraction such as shops
  - Pay and display bays (and therefore equipment) grouped so that in the event of a unit failing it is a practical proposition to require the motorist to find and use an alternative working machine
  - Financial viability, like only locating pay and display equipment where it is likely to generate sufficient revenue to recover the operating, maintenance and depreciation costs
- m) Standard hours of operation across the Borough, for ease of understanding by motorists, commensurate with achieving the stated objectives of the CPZ in question

## 5.3 Motor Cycle Parking

The demand for parking by 'two-wheelers' in the Borough is low. There are some free 'off-street' motorcycle designated parking bays in the Borough. A charge is payable in respect of motorcycle parking in car park and on-street pay and display bays.

Riders are expected to comply with all other restrictions, to park considerately, avoid dropped kerbs and not park on the pavement. Parking on the pavement is particularly dangerous for the blind and disabled and for young children who could touch a hot engine/exhaust. The

council, has, therefore, adopted a firm enforcement policy against illegally parked powered two-wheelers in this respect.

#### **5.4 Non-CPZ Parking Controls**

Some of the regulations on roads outside the council's controlled parking zones have been in place for many years. Given the changing demographics and management challenges the Authority now faces, it is our intention to introduce regular reviews of locations and the parking regulations which apply to ensure that they are fit for purpose.

However, we consider that existing controls provide a minimum acceptable standard and future amendment will strengthen enforcement, introduce additional regulations and seek to maximise consistency across the Borough.

## **6. Permits**

### **Permits Scheme**

The council has introduced a number of permit schemes in accordance with current legislation. The way in which the control is implemented is through the use of specific parking permit bays (business and resident), pay and display areas and yellow lines. In many cases a bay may be open to use by a variety of permit types or "paid for parking" users. In this instance, the bay is referred to as "Shared Use Bay".

It is the permit holder's duty to ensure that they display a valid permit relevant to the parking zone at all times. Failure to do so may result in a Penalty Charge Notice (PCN) being issued.

Any person who has outstanding PCN with the Borough will not qualify for a permit until such a time as it is paid. PCNs that have been appealed and are awaiting a decision by the Parking and Traffic Appeal Service are excluded.

Any renewal application must be received by the Council within 28 days of the expiry of the valid permit. Any application outside of this time must be made as new application on the relevant form, with the required evidence submitted to support the application.

Resident bays are highly discounted when compared to normal tariffs and protected spaces generally available when required. For these reasons permits are highly desirable resulting in fraudulent applications. Anyone found to have submitted knowingly false information in the application process will have their permit revoked and be prevented from applying for a permit for four years. Appeals will be considered on a case by case basis.

#### **6.1 Resident's Permits**

Resident permits allow the holder to park within the resident bays and shared use bays (where resident permits are acceptable) of their parking scheme. A resident of the Borough

can apply for a resident parking permit providing their principal address is within a parking scheme, is not part of a 'car free development' and the vehicle is not over 2.3 metres in high, 5 metres in length and 1500kg in weight.

There is a limit placed on the number of permits that can be issued to an individual or to the household which is generally set at two. This will be reduced if you have any off-street parking, e.g. driveway or garage. Not all roads or properties are eligible for a permit. In residential roads where there is not a parking issue the number of permits available to each household can be increased. However, schemes introduced since 2010 will be subject to limits which are determined locally when the scheme is introduced.

Permits are valid for 12 months or until the permit holder ceases to be the owner of the vehicle in respect of which the resident permit was issued. A permanent change of vehicle requires a replacement resident parking permit which will be valid up until the expiry date of the original permit. An administration charge will be applied to replacement permits. Applications can only be accepted when supported with proof of residency, vehicle ownership; reference to current address within insurance documentation and return of existing permit.

**Charges:**

First permit: £50.00

Second permit: £70.00

Third permit: £100.00

Fully electric vehicles: Free

The charges are not refundable.

If you lose or damage your permit you may be charged an administration fee to replace it. If the permit is stolen it will be replaced free of charge upon production of a police crime reference number.

If your vehicle is off the road because of an accident or major repair and you have been provided with a courtesy car, you must obtain a temporary permit and must clearly display it in the windscreen of your courtesy car.

Please note:

- Child-minders or nannies do not qualify as residents and cannot apply for this permit. Business or visitors permits may prove a suitable alternative.
- A permit will be cancelled where it is discovered that a permit holder no longer resides at his/her stated parking scheme address.
- A blue badge holder in a CPZ may submit a request for a badge-specific Disabled Bay to be installed. Displaying the assigned blue badge will negate the requirement for a resident parking permit in that specific bay. Disabled bays are subject to criteria and conditions. Information is on the website and can be requested from the Parking Team.
- Non-badge specific disabled bays in a CPZ require a resident parking permit. Fees for resident permits are listed in the council's Fees and Charges

## **6.2 Temporary Resident's Permit**

These are available to existing resident permit holders when their vehicle changed or when the resident has been issued with a replacement vehicle temporarily. Temporary resident permits are free of charge and can be issued:

- For a maximum of 14 days when the change of vehicle is permanent
- Up to 28 days (subject to the hire/lease agreement) if a replacement vehicle is temporary

Temporary resident permits cannot be extended or renewed.

Applications can only be accepted when supported with relevant evidence.

### 6.3 Residents Visitors Permit

Residents living within a parking scheme may purchase resident's visitor permits which can then be used when their visitors need to park on street; the scratch card must be displayed in the visitor's vehicle. You are not required to have a resident Parking permit to purchase resident's visitor permits; however, proof of residency is required when applying.

This is a form of scratch card whereby a visitor of a resident may park in the resident permit areas of the Borough. The voucher is only valid in the Zone indicated.

The card needs to be completed and validated as per the instruction on the front and reverse of the card, otherwise enforcement action may be taken.

Vouchers are valid for 12 months and are not replaceable or refundable.

There are 3 types of voucher available:

- 24-hour - Allows up to 24 hours parking
- 6-hour - Allows Up to 6 hours parking
- 2-hour - Allows up to 2 hours parking

Any resident of this area irrespective of whether or not they have a resident permit or off-street parking may apply for these vouchers. With the use of a voucher you may park in any resident permit space for that zone, which states Visitor Voucher parking for a maximum period of the voucher.

Vouchers cannot be used in areas which are solely Pay and Display parking and /or car parks. Vouchers do not guarantee a parking space.

#### **Allowance**

There is no limit on visitor vouchers however residents will only be able to purchase sets of a maximum of 25 vouchers at a time. Vouchers are sold subject to a fair use policy.

A minimum purchase is five vouchers and they must be purchased in multiples of five.

**Cost** (correct in 2020 – charges will be applied in line with approved fees and charges at the time of implementation)

24 -hour Vouchers cost **£4.00** per voucher

6-hour Vouchers cost **£2.00** per voucher

2-hour Vouchers cost **£1.00** per voucher.

Residents aged 67 and over who are also in receipt of Council Tax Support can apply at a reduced cost of **£0.50** per voucher).

#### **6.4 Dependant Permits (Resident parking zone specific)**

Carers who regularly visit sick or dependant residents and provide them with routine care can apply for a carer permit. This permit is specifically for relatives and friends who care for sick or dependent relatives. Proof of the resident's address and the care issue is required. Carer permits must be used as if they were residents permits (see above). These permits are valid for 1 year.

Residents that can apply:

- Registered disabled
- Over 75 years of age
- Of state pensionable age, but under 75 years of age, and dependant on a person making frequent calls (provided that the resident or partner is not a car owner)

It is recommended that the resident make the application and keep the badge in their possession to allow more than one carer to use the badge.

Please note that child-minders or nannies do not qualify as carers and cannot apply for this permit. Business or visitors permits may prove a suitable alternative.

#### **6.5 Staff Permits**

Departments that are part of the internal structure of the council can have their staff apply for a permit to park in the Borough's car parks. Permits are issued to staff upon application. Staff who are required to make frequent visits in the execution of their duties may need to apply for a more restricted permit and this would need a business case from their manager saying why this is required. Permits are vehicle specific and are not transferable. Organisations that work in partnership with the Council may also apply for a permit under the same terms. Applications must be approved by the applicant's Manager.

Normal staff permits can be used in either King Edward VII car park in Windsor or Hines Meadow Multi-storey Car Park (except level 3) in Maidenhead. There are various other types of staff permits that give varying degrees of parking in car parks and on-street in the borough.

Employees of the council and its partner organisations found to be using permits other than for work-related site visits may have their permits withdrawn. Permits must be used in line with the terms and conditions of the relevant car parks or street restrictions.

## 6.6 Business Permits

Applications may be made by anyone with a business within a particular zone.

Permits are issued for 12 months. Applications can only be accepted when supported with proof business at the address, receipt of full payment with accordance to current charges and if the vehicle does not exceed 2.3 metres in height, 5 metres in length and 1,500kg in weight.

There are several zones in Windsor, Datchet and Eton. Business applicants do not have to be a resident within the Borough. Business permits are valid in business bays and shared use bays (where business permits are applicable) of their parking zone.

Business permits can be in the vehicle registration number or company name and the zone shown on the permit and are not transferable. If you change your vehicle during the period of the permit, you can request that the permit be changed, an administration fee maybe payable and the current permit needs to be returned prior to any changes being made to the permit.

If you lose or damage your permit you may be charged an administration fee to replace it. If the permit is stolen the permit will be replaced free of charge upon production of a police crime reference number.

If the business moves outside of the CPZ, by surrendering a valid permit you may qualify for a refund if three months or more is left to the permit's expiry date. If the business moves to another area of the borough which also has a CPZ then we will issue you with a replacement permit for the new zone up to the expiry date of the old one; you will be charged an administration fee.

## 6.7 Car Park Season Tickets

The council invests in car parks for two strategic reasons 1) to assist with alleviating traffic density on its road network particularly in built up areas, and 2) as an investment.

Within those car parks where there are sufficient spaces the council offers season ticket parking. This allows persons who visit the Borough regularly to purchase permits at a commercial rate that is competitive with daily charges. Season tickets can be purchased in advance on a monthly, quarterly, six- monthly or annual basis. Prices may vary according to location.

If you change your vehicle during the period of the permit, you can request that the permit be changed, an administration fee maybe payable and the current permit needs to be returned prior to any changes being made to the permit.

Refunds may be considered for whole remaining months of the season tickets.

Season Ticket Car Parks
Alexandra Gardens / Alma Road - Windsor



Home Park - Windsor
King Edward VII / Romney Lock - Windsor
Meadow Lane / Eton Court - Eton
The Avenue – Datchet
Hines Meadow - Maidenhead
Broadway - Maidenhead
Stafferton Way - Maidenhead
Braywick Car Park

### 6.8 Electric Vehicle Permit (Residents only)

The council offers the permit to residents of the borough that have fully electric vehicle. A fully electric vehicle is classified as a vehicle which solely relies on a battery and not a combustion engine for propulsion.

The electric vehicle permit is only valid within council-owned car parks and Royal Borough operated pay and display bays on street in accordance with the terms and conditions of the permit and the current parking places order. Maximum stay restrictions will still apply. The permit cannot be used to park in any other area than those stated.

Residents of the borough can apply for Electric Permit providing they have proof of residency in the borough and evidence that the vehicle is fully electric. The permit is free of charge and will be issued for 12 months.

If you lose or damage your permit you may be charged an administration fee to replace it. If the permit is stolen it will be replaced free of charge upon production of a police crime reference number.

### 6.9 Commercial Permit

The council offers commercial parking permit to tradespersons such as a contract cleaner whose business require regular short-term visits to premises in restricted roads.

Applications can only be considered when supported with proof of business and proof of vehicle ownership and receipt of payment as per latest Fees and Charges (charges are not refundable). The applicant must outline the exact nature of their business and the reason that normal parking facilities cannot be used.

Commercial permits are only valid for parking at, or as close as possible to, the location where the work is being carried out. They allow for parking in resident bays, on-street pay & display bays and limited waiting bays. The permit is only valid for maximum of two hours at each location per day.

The permit will be issued to the vehicle registration number and will be valid for 12 months.

If you change your vehicle during the period of the permit, you can request that the permit be

changed; an administration fee maybe payable and the current permit needs to be returned prior to any changes being made to the permit.

If you lose or damage your permit you may be charged an administration fee to replace it. If the permit is stolen the permit will be replaced free of charge upon production of a police crime reference number.

### **6.10 Care Agency Permit**

Care agencies who regularly visit sick or dependant residents and provide them with routine care can apply for a carer agency permit for their staff. Proof of the business is required.

These permits are free of charge and valid for 12 months. The permit is only valid for maximum of two hours at each location (resident parking bays or RBWM car parks) per day and is only valid for parking as close as possible to the location of the resident's address.

The permit will be issued to the vehicle registration number.

Application can only be accepted if the vehicle does not exceed 2.3 metres in high, 5 metres in length and 1500kg in weight.

If you lose or damage your permit you may be charged an administration fee to replace it. If the permit is stolen the permit will be replaced free of charge upon production of a police crime reference number.

### **6.11 Parking Dispensation**

The permit can be issued to anyone with a business need to park in any road in the Borough where parking is restricted either by yellow lines or local rules.

The permit will be issued to the vehicle registration number. A special access permit will only be issued to specific street, for maximum of 28 days and is only valid for parking as close as possible to the location where the work is being carried out.

The permit will be issued to the vehicle registration number.

Application will only be considered when supported by evidence showing the need for the vehicle to be parked at the location and on receipt of full payment in accordance to latest Fees and Charges. Where a permit is required within two working days form the day the permit is required an additional administration fee of will apply.

### **6.12 Special Access Permit**

The permit is issued to vehicles that require access to the pedestrian area (Peascod Street, Windsor or High Street, Maidenhead).

Permits will only be issued in exceptional circumstances and all alternatives should be considered prior to your application.

The permit will be issued to the vehicle registration number. Special Access permit will only be issued to a specific street, for a maximum of 28 days and is only valid for parking as close as possible to the location where the work is being carried out.

Application will only be considered when supported by evidence showing the need for the vehicle to be parked at the location and on receipt of full payment in accordance to latest Fees and Charges (charges are not refundable after the permit is issued). Where a permit is required within two working days from the day the permit is required an additional administration fee of will apply.

### **6.13 Special Events**

There are occasions when special circumstances arise when Parking and Traffic Enforcement will be required to make a small, one-off adjustment without prejudice to its overall aims. Some examples of circumstances that will require a change of enforcement are local and general elections and religious festivals.

The council will make temporary and specific provision for religious and similar festivals, upon request and provided that it would not cause significant problems. Each request for enforcement variations for religious festivals is treated as an individual case and procedures are in place to deal with each situation individually.

### **6.14 Fraud and misuse of Permits**

The council offers permits for the benefit of its residents and stakeholders within the community. RBWM takes seriously fraudulent applications, false declarations with the intent to deceive and the misuse of permits for pecuniary gain.

Any permit holder found to have acquired a permit falsely or misused it by fixing it to other vehicles either not registered and/or not belonging to them will have the benefit withdrawn. Fees paid will not be refunded and future applications will be denied. Civil Enforcement Officers will also check permits for enforcement purposes and may issue PCNs for parking without displaying a valid permit.

## **7. Legal Implications**

### **7.1 How the Council Collects and Processes Your Personal Information under the Data Protection Act 2018**

The aim of the Act is to open up the inner workings of government departments and public bodies. The general principle is that people have a right to know and should not have to demonstrate a need to know.

The personal information that you have provided to Parking Services may be processed by other Council service areas where appropriate to facilitate the provision of services in respect of any of the Council's activities including (but not limited to) benefits, to verify data accuracy, housing, environmental health and care services. There may be a need to share with external partners and organisations e.g. other enforcement agencies, other local authorities or information may be used in the prevention and detection of fraud and crime. A full list of what information we control and process and for what purposes is set out in the Council's data protection notifications filed annually with the Information Commissioner.

All information collected will be processed and held securely under the principles of the Data Protection Act 1998. For further information on data protection and the Council's use of information sharing please contact Records and Information Governance Officer Legal Services Corporate Resources, Town Hall, St Ives Road, Maidenhead SL6 1RF.

The Data Protection Act does not allow third party involvement without express written consent from the person directly affected by the matter.

### **7.2 Freedom of Information Act**

The Freedom of Information (FOI) Act 2000 gives you right of access to information held by public authorities. The aim of the act is to make public authorities more open and accountable. The enquirer is entitled to be told whether the council holds the information (this is known as the duty to confirm or deny) and, if so, to have access to it. Access can include providing extracts of a document or a summary of the information sought, or access to the original document.

The act recognises the need to preserve confidentiality of sensitive information in some circumstances and sets out a number of exemptions, which are capable of limiting the duty to supply information alone, or both the duty to supply information and the duty to confirm or deny.



## Appendix A: Cancellation Procedure

The policies set out in this document provide guidance only. Each case must be considered on its own merits, taking into account all of the evidence available and the exceptionality of the circumstances.

### Introduction:

The policies in this document are intended to provide guidance to council employees working in the enforcement of parking regulations.

These policies aim to provide clarity, consistency and transparency within the enforcement process and compliance with the aspirations of the Traffic Penalty Tribunal and the Local Government Ombudsman however once again it is essential to appreciate all mitigating circumstances.

These policies represent a foundation upon which fairness and discretion can be applied.

The policies address the following:

- Observation/Grace times for enforcement staff.
- The statutory grounds upon which representations may be made.
- Compelling reasons (mitigating circumstances).
- The acceptance or rejection of representations.

It is important to recognise that each case will be considered on its own merits, objectivity, fairness and reasonableness.

These policies will be subject to ongoing review and individual circumstances will dictate the cancellation of a Penalty Charge Notice (PCN).

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S9 Compelling Reasons (Any other information that the motorist / vehicle owner wants the Council to take into consideration)

### **COMPELLING REASONS (MITIGATING CIRCUMSTANCES)**

CR1 Where the motorist claims to have become unwell while driving.

CR2 Where the motorist claims to be a doctor, nurse, or health visitor attending a patient.

CR3 Where the motorist stopped to use the toilet.

CR4 Where the motorist stopped to collect prescribed medication from a chemist.

CR5 Where the motorist was a patient visiting a Doctors' or Dentists' surgery.

CR6 Where the motorist claims to have been recently bereaved.

CR7 Where the motorist claims that they were attending a funeral.

CR8 Where the motorist was delayed in returning to their vehicle and parking time purchased had expired.

CR9 Where a motorist "fed" a pay and display machine by buying subsequent time to park in the same place or returned to the same place within a specified and prohibited time period.

CR10 Where the motorist left the vehicle parked without a valid ticket on display to obtain change.

CR11 Where the motorist claims to have been unaware of charges or restriction in the car park or on street relating to vehicle's class or weight.

CR12 Where the motorist claims to have been unaware of tariff increase or misread tariff.

CR13 Where the motorist had parked with one or more wheels outside of a marked bay in a car park.

CR14 Where the motorist is a blue badge holder or transporting a blue badge holder and they did not have the blue badge and/or clock on display or it could not be read or had expired or parked within a restricted area.

CR15 Where the motorist is parked in a disabled bay and claims that they were not aware it was a disabled bay.

CR16 Where the motorist claims to have been unaware of the existence of a controlled parking zone or claims to be an estate agent.

[CR17](#) Where the motorist was not displaying, or was displaying an expired, authorisation to park i.e. waiver, dispensation notice, season ticket, residents permit, business permit or visitors permit.

[CR18](#) Where a resident parked within a controlled zone was not displaying a valid permit or visitors voucher for that vehicle.

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[CR22](#) Where the motorist is a new resident within a controlled parking zone and had parked in a resident's bay without displaying a valid resident's permit.

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[CR24](#) Where the motorist assumed that they had a "period of grace" before the PCN was issued.

[CR25](#) Where the motorist claims to have lost their car keys.

[CR26](#) Where the motorist claims that snow, foliage, fallen leaves, or flooding covered the signs or markings.

[CR27](#) Where the motorist claims that their vehicle had broken down.

[CR28](#) Where the motorist claims that they were attending an emergency or another vehicle that had broken down.

[CR29](#) Where the motorist claims to have put money into the ticket machine but the resident permit holders only restriction had come into force.

[CR30](#) Where the vehicle in question was on police, fire brigade or ambulance duties.

[CR31](#) Where the vehicle in question was on an emergency call out for gas, electricity, water etc.

[CR32](#) Where the motorist claims to have been collecting or depositing monies at a bank.

[CR33](#) Where the motorist claims to have been unaware of a temporary parking restriction or special event restriction.

[CR34](#) Where the registered keeper liable for payment of the PCN is expected to be absent for a long period of time e.g. is living abroad or is in prison.



[CR35](#) Where the registered keeper liable for the payment of the PCN is said to have died.

[CR36](#) Where the motorist received a Fixed Penalty Notice (FPN) from a police officer or traffic warden when parked in the same location.

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[CR51](#) Where motorist was parked on wrong level of car park for tariff paid.

[CR52](#) Where motorist has changed car park from long stay to short stay.

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[CR54](#) Where motorist claims that they left the vehicle parked whilst away on holiday and they had parked the vehicle in a suspended parking place or failed to display a permit in a residents parking zone.

[CR55](#) Where the motorist claims they were unaware that they were not allowed to park on a grass verge.

[CR56](#) Pay on foot only where no change was given.

## **STATUTORY GROUNDS TO MAKE REPRESENTATIONS**

Important note:

Although the following are the statutory grounds to make representation, in accordance with a directive issued by the Local Government Ombudsman, full consideration will be given and account taken of all representations received, whether or not they fall within the description of "Statutory grounds". It is for this reason that an additional ground (compelling reasons), encompassing any other information the motorist or owner/keeper would like the Council to consider, has been included.

### **S1 the contravention did not occur**

#### **S1.1 where the motorist claims he/she was loading/unloading**

##### **May accept representations**

On a waiting prohibition or in a controlled bay:

If evidence is available or provided to show:

1. Goods being delivered or collected were heavy, bulky, or numerous and it would be unreasonable to expect them to be carried from a substantial distance.
2. Loading/unloading activity was adjacent to the premises concerned.
- 3 Loading/unloading activity was timely (includes checking goods and paperwork, but not delayed by unrelated activity).

##### **May reject representations**

Where no proof of loading is established.

If parked within any of the following areas: -

On school zigzag markings

On bus stop clearways

On taxi ranks

On Police bays

Where loading is prohibited: -

In car parks: (except when depositing materials in recycling bins)

If a valid pay and display ticket was not purchased first.

### **S1.2 where the motorist claims that a parking pay and display machine was faulty**

#### **May accept representations**

If service records confirm a fault or that the machine had been taken out of service at the time of the contravention and an approved alternative method of payment was not available or faulty.

If there is reasonable doubt because evidence is not available to confirm that a machine was working at the time (test ticket) and there was not another ticket machine nearby which was operating correctly and an approved alternative method of payment was not available or system was faulty.

If valid session was active using approved alternative method of payment

#### **May reject representations**

If there was another ticket machine nearby that was working correctly at the time.

If there is no record of the machine being faulty or taken out of service or a cash audit error.

If there is reasonable doubt because evidence confirms that visitors had been able to purchase tickets during the relevant period.

### **S1.3 where the motorist claims that the restriction is not clearly signed or marked**

#### **May accept representations**

If signs and/or markings are missing or unclear.

If signs and markings are inconsistent with each other and/or Traffic Order or legislation.

#### **May reject representations**

If site visit records or photographs establish that signs and/or markings are correct and consistent with each other and the Traffic Regulation Order.

**S1.4 where the motorist claims that the PCN was not served (i.e. PCN not found attached to vehicle or handed to driver, or served as a VDA)**

**May accept representations**

If the CEO's pocketbook and/or computer notes confirm that the PCN was not served.

**May reject representations**

If the CEO's notes or photographs confirm that a PCN was correctly served, i.e. handed to the motorist or fixed to their vehicle.

If there is proof that the "PCN" was served by post within the set guidelines.

**S1.5 where the motorist claims that their vehicle was not parked in the location at the time and on the date alleged on the PCN which was issued**

**May accept representations**

Following consideration of all available evidence:

If a witness statement is provided showing it to be implausible for the vehicle to be at said location.

If evidence reporting to Police or DVLA cloned vehicle registration number is provided.

**May reject representations**

If there is no evidence or if the evidence presented does not support the claim or is inconclusive.

**S1.6 where motorist claims that a valid authorisation to park has been issued**

**May accept representations**

If records show that the motorist holds a valid authorisation to park and is clearly displayed where possible.

**May reject representations**

If the motorist cannot provide a copy of the valid authorisation to park or if there is no record of any issue of the authorisation.

If the motorist did not park in accordance with the authorisation.

**S1.7 where motorist claims that a pay & display ticket or valid authorisation was**

**purchased and displayed. But this had fallen off, been obscured, not been displayed correctly or the motorist displayed the incorrect section of ticket i.e. displayed the refund voucher rather the valid pay and display ticket.**

### **May accept representations**

If the motorist produces a pay & display parking ticket that was valid at the time the penalty charge notice was issued and / or the CEO confirms that a face down ticket or a ticket that was displayed but concealed in some way was seen and it is the first contravention of this kind.

### **May reject representations**

If the motorist is unable to produce a valid pay & display ticket.

If the motorist has made a similar representation before and had a previous PCN cancelled. (after giving them the benefit of the doubt.)

The CEO noted that the motorist obtained their ticket from another motorist in the car park.

Where digits have been entered / altered on the face of the ticket.

If the motorist claims a valid pay and display ticket was clearly displayed within the vehicle but photographs show that refund voucher was only seen to be displayed.

If the motorist makes a false statement with regards to the locality of the said pay and display ticket and the council has evidence to the contrary.

## **S1.8 Where the motorist claims that the disabled badge was displayed within the vehicle but this may have fallen off or been obscured.**

### **May accept representations**

If a copy of the valid disabled badge can be provided.

If notes and photographs taken by the CEO confirm the disabled badge to be partially obscured.

### **May reject representations**

If leniency has been exercised to the previously.

If the motorist provides an expired badge or the badge provided differs from the badge seen to be displayed within the vehicle.

If the motorist makes a false statement with regards to the locality of the badge and the council has evidence to the contrary.

**S1.9 Where the motorist claims that they were not parked at a dropped footway or raised carriageway (kerb)**

**May accept representations**

If the vehicle is parked wholly within a designated parking place or any other part of the carriageway where parking is specifically authorised.

If the vehicle is used by the fire, ambulance or police services (emergency services).

If loading / unloading is taking place.

If the vehicle is being used for waste collection, building works or road works.

**May reject representations**

If a complaint has been received from the resident/owner of the property affected and the call has been correctly logged.

If the motorist claims that they are a blue badge holder.

In all other circumstances

**NOTES**

The provisions in the TMA mean that an authority can enforce this prohibition without a TRO

A complaint is required from the occupier of the property affected before this contravention is enforced; the request therefore needs to be logged as required, unless the dropped kerb is for pedestrian access.

**S1.10 Where motorist claims that they had valid parking session using approved alternative method of payment but vehicle registration number was incomplete or one or more characters were incorrect.**

**May accept representations**

If evidence of faulty service is provided

**May reject representations**

In all other circumstances

**S1.11 Where motorist claims that they had valid parking session using approved alternative method of payment for incorrect location.**

**May accept representations**

If evidence of faulty service is provided

If signage at the location Had incorrect information.

**May reject representations**

In all other circumstances

**S2 the penalty exceeded the relevant amount**

**May accept representations**

If the PCN and / or NtO showed the incorrect amount of penalty charge, i.e. the wrong penalty charge band.

**May reject representations**

If the PCN or NtO showed the correct amount of the penalty charge.

**S3 the Traffic Regulation Order was invalid**

**May accept representations**

If the Traffic Regulation Order which prescribes the restrictions that the vehicle was parked in contravention of, was either not constructed correctly, i.e. is ultra-vires, or was not made correctly, i.e. not consulted on properly.

**May reject representations**

If the Traffic Regulation Order which prescribes the restrictions that the vehicle was parked in contravention of, was constructed and made correctly.

If the motorist merely considers the restrictions to be unfair.

**S4 the motorist was not the owner / keeper of the vehicle at the time of the contravention:**

**S4.1 where the current registered keeper claims that the vehicle was disposed of before the contravention occurred**

**May accept representations**

If the current registered keeper is able to provide proof that the vehicle was disposed of before the contravention, i.e. a bill of sale, registration documents, insurance documents or a letter from the DVLA.

If the current registered keeper is able to provide the full name and address of the person to whom they disposed of the vehicle.

### **May reject representations**

If the current registered keeper is unable to prove that they neither disposed of the vehicle before the contravention nor provide the name and address of the person to whom they disposed of the vehicle.

If the person named by the current registered keeper as the person to whom they disposed of the vehicle, either does not exist, cannot be traced or is for some other reason not considered to be bona fide.

### **S4.2 where the current registered keeper claims that the vehicle was purchased after the contravention occurred**

#### **May accept representations**

If the current registered keeper is able to provide proof that the vehicle was purchased after the contravention, i.e. an invoice, registration document, insurance document or a letter from the DVLA.

If the current registered keeper is able to provide the full name and address of the person from whom they purchased the vehicle.

#### **May reject representations**

If the current registered keeper is unable to prove that they neither purchased the vehicle after the contravention nor provide the name and address of the person from whom they bought the vehicle.

If the person named by the current registered keeper as the person to whom they disposed of the vehicle, either does not exist, cannot be traced or is for some other reason not considered to be bona fide.

### **S4.3 where the current registered keeper claims that a contracted third party was responsible for the vehicle at the time of the contravention**

#### **May accept representations**

Only when a hire agreement exists (see policy [S6](#)).

#### **May reject representations**

In all other circumstances because the registered keeper is always liable, including where the vehicle was left in the care of a garage.

### **S4.4 where the motorist claims that they never owned the vehicle**

#### **May accept representations**



If the DVLA confirm that the motorist was not the registered keeper at the time of the contravention.

**May reject representations**

If the DVLA confirms that the motorist was the registered keeper of the vehicle at the time of the contravention.

If the previous registered keeper provides proof that the motorist bought the vehicle before the contravention, or the subsequent registered keeper provides proof that the motorist sold the vehicle after the contravention.

If the motorist is proven to have hired the vehicle for the day on which the contravention occurred and signed an agreement to take responsibility for PCN's Incurred, subject to the time of hire (see policy [S6](#)).

**S5 the vehicle had been taken without the owner's consent**

**S5.1 where the current registered keeper claims that the vehicle had been stolen:**

**May accept representations.**

If the registered keeper provides a valid police crime report reference number.

**May reject representations.**

If the current keeper is unable to provide any proof of theft.

If the police crime report reference number provided by the current registered keeper does not exist or it does not match the theft or date of the alleged theft.

**S5.2 where the current registered keeper claims that the vehicle was driven by a third party (i.e. a friend, relative or estranged partner)**

**May accept representations**

In no circumstances.

**May reject representations**

In all circumstances because the registered keeper is always liable, except for when a hire agreement exists (see policy [S6](#)).

**NOTES**

The Council may accept the discounted charge in some circumstances

## **S6 the owner is a hire company and have supplied the name and address of the hirer**

### **May accept representations**

If the hire company are able to provide proof that the vehicle was hired at the time of the contravention, i.e. a signed agreement.

If the hire company are able to provide the full name and address of the person to whom they hired the vehicle.

### **May reject representations**

If the hire company are unable to prove that they neither hired out the vehicle on the date of the contravention nor provide the name and address of the person to whom they hired the vehicle.

If the person named by the hire company as the person to whom they hired the vehicle, without proof, either does not exist, cannot be traced or denies responsibility for the contravention.

If the vehicle was being used as a courtesy car without an agreement signed to accept responsibility for penalty charge notices issued.

## **S7 procedural impropriety on the Council's part**

### **May accept representations**

If the Council has served a document or a charge certificate in advance of the time scale set out in the TMA regulations.

If the registered keeper provides proof that the Council has not sent the document out by 1<sup>st</sup> class post and the franked date on the envelope does not match the date on the document.

If the motorist claims that the incorrect vehicle registration mark has been recorded and photographic evidence confirms this. If photographs are not available request copy of vehicle registration document from keeper.

If the motorist claims the CEO has recorded the vehicle at an incorrect location and GPRS data or photographic evidence confirms this is the case.

### **May reject representations**

Where the Council considers that all documents have been served in the correct time.

If the vehicle registration document shows that the vehicle registration mark has been

incorrectly recorded or DVLA records confirm no trace of vehicle.

If the CEO's notes or evidence confirm correct location.

**S8 that the NtO should not have been served because the penalty charge had already been paid in full or by the reduced amount of any discount set within the set period**

**May accept representations**

If evidence is provided (i.e. a receipt or copy of both sides of the cheque from the bank) to show that the payment was received and cashed by the Council.

**May reject representations**

In all other circumstances.

**S9 Compelling Reasons (Any other information that the motorist / vehicle owner want the Council to take into consideration)**

**May accept representations**

The decision whether or not a penalty charge notice should be cancelled, will only be taken following very careful consideration taking into account all of the evidence available

**CR1 where the motorist claims to have become unwell whilst driving**

**May accept representations**

If the motorist provides proof of a medical condition, temporary or permanent, that is consistent with the conditions described.

When the notes made by the CEO support the motorist's representations.

**May reject representations**

If the motorist cannot provide some proof of a medical condition, temporary or permanent, consistent with the conditions described.

Where other evidence contradicts the motorists claims.

**CR2 where the motorist claims to be a doctor, nurse, or health visitor attending a patient**

**May accept representations**

If the motorist concerned possesses a carer's permit that the Council recognises and approves and / or is exempt under the relevant order.

If the motorist produces evidence that they were responding to an urgent medical call and there was no nearby legal parking place.

### **May reject representations**

If the motorist was not attending a patient in urgent circumstances or if there were parking spaces nearby.

If the motorist was parked outside their practice or other place of work for any reason other than to collect supplies for an urgent call.

If the motorist was parked in an area which does not correspond with claims made in representations, i.e. far from patient's property, say, in a car park.

### **CR3 where the motorist stopped to use the toilet**

#### **May accept representations**

On production of medical evidence confirming a relevant medical condition and in support of the circumstances described in a representation.

If the CEO's notes support the motorist's claim.

#### **May reject representations**

In all other circumstances

### **CR4 where the motorist stopped to collect prescribed medication from a chemist**

#### **May accept representations**

Only in the most grave, urgent and exceptional of circumstances and the use of a "legal" parking place would have caused an unacceptable delay.

#### **May reject representations**

In any lesser circumstances.

### **CR5 where the motorist was a patient visiting a Doctors or Dentists surgery**

#### **May accept representations**

If the motorist can provide a letter from a doctor to confirm that the visit was an emergency and that they were unable to walk from the nearest legal parking space.

### **May reject representations**

If the motorist was not the patient but only driving the vehicle carrying the patient.

If the motorist was attending a pre-arranged, non-urgent appointment.

If the motorist could reasonably have been expected to be parked legally elsewhere.

### **CR6 where the motorist claims to have been recently bereaved.**

#### **May accept representations**

If it can be established that parking in contravention would have been necessary given the circumstances.

#### **May reject representations**

Only if there is a significant reason to doubt the sincerity of representations, i.e. the CEO's notes indicating that the motorist was going about a normal day, say shopping or working, or the bereavement considered to be a long time ago.

### **CR7 where the motorist claims they were attending a funeral**

#### **May accept representations**

If Council was notified to confirm that a funeral was taking place.

If not notified review the circumstances.

If no evidence exists to the contrary, taking into account the sensitivity of this issue.

#### **May reject representations**

If there is significant reason to doubt the sincerity of representations, i.e. the CEO's notes indicating that the motorist was going about a normal day, say shopping or working.

### **CR8 where the motorist was delayed in returning to their vehicle and parking time purchased had expired**

#### **May accept representations**

If supported by appropriate evidence, the motorist's representations claim's that the delay in returning to the vehicle was caused by circumstances that were entirely unforeseen, unavoidable and exceptional.

If motorist's vehicle had broken down subject to concurrence with policy [CR30](#)).

If the motorist was unable to drive, since parking the vehicle.

**May reject representations**

If the delay described by the motorist was entirely avoidable, i.e. queuing in a shop.

If the motorist simply underestimated the time needed and could have reasonably purchased more time, i.e. when conducting business, shopping or commuting.

If the motorist was unable to drive since parking due to excess alcohol in the body or had been detained and charged by the police.

**CR9 where a motorist “fed” a pay & display machine by buying subsequent time to park in the same place or returned to the same place within a specified and prohibited time period.**

**May accept representations**

In no circumstances.

**May reject representations**

If the motorist overstays initial period of time purchased or returns within a period of “No return”.

**CR10 where the motorist left the vehicle parked without a valid ticket on display to obtain change**

**May accept representations**

If the motorist had returned to the car park, or on-street pay and display area, after obtaining change and a ticket was purchased within the observation period.

**May reject representations**

If the CEO’s notes indicate that the motorist returned to their vehicle, having completed their purpose for parking, while the PCN was being issued, i.e. carrying shopping, or had left vehicle in car park, or on-street pay & display area, while obtaining change.

In all other circumstances.

**CR11 where the motorist claims to have been unaware of charges or restriction in the car park or on-street relating to vehicles class or weight.**

**May accept representations**

If references to restrictions on tariff board(s) are incorrect or missing.

**May reject representations**

In all other circumstances.

**CR12 where the motorist claims to have been unaware of tariff increase or misread tariff.**

**May accept representations**

If statutory notices were not erected in accordance with procedural regulations.

If revised tariff is not on tariff board(s).

**May reject representations**

If statutory notices were erected in accordance with procedural regulations and tariff board(s) were correct.

**CR13 where the motorist had parked with one or more wheels outside of a marked bay in a car park**

**May accept representations**

Only in the most exceptional of circumstances that were outside the motorists' control and are supported by incontrovertible evidence.

Otherwise - In no circumstances.

**May reject representations**

When clear and incontrovertible supporting evidence (photographs/sketch plan) is available.

**CR14 Where the motorist is a blue badge holder or transporting a blue badge holder and they did not have the blue badge and/or clock on display or it could not be read or had expired or parked within a restricted area.**

**May accept representations**

If it can be established that this is the motorists first contravention of this type and they can provide evidence that they are a valid blue badge holder or were transporting a valid blue badge holder (with the exception of parking in restricted areas).

If there is a subsequent PCN issued and there are compelling reasons due to mental or physical capabilities of the blue badge holder.

### **May reject representations**

If the motorist has previously had a PCN cancelled for the same contravention and has been warned to display a valid badge / time clock, correctly in the future.

If the motorist was parked on a waiting restriction beyond the 3hour time limit permitted by the blue badge scheme, or on another restriction for which the blue badge does not provide an exemption i.e. a loading ban or dropped kerb.

If the motorist was parked displaying a blue badge within either a resident permit area, loading bay or other restricted zone.

If clock accompanying a blue badge was not set correctly.

### **CR15 where the motorist is parked in a disabled bay and claims that they were not aware it was a disabled bay.**

#### **May accept representations**

If it is established that the signing and marking is incorrect or non-existent.

#### **May reject representations**

If signing and marking is correct.

### **CR16 where the motorist claims to have been unaware of the existence of a controlled parking zone or claims to be an estate agent.**

#### **May accept representations**

If it can be established that the signing and marking of the CPZ is at fault.

#### **May reject representations**

In all other circumstances.

### **CR17 where the motorist was displaying an expired authorisation to park, i.e. waiver, parking dispensation, season ticket, residents permit, business permit or visitors permit**

#### **May accept representations**

If it can be established that other reasonably unforeseen circumstances delayed the renewal of an authorisation to park, e.g. sickness on the part of the applicant or a postal dispute/delays (supported by appropriate evidence).



If a delay in the permit renewal was caused by the Councils administrative processes or a postal dispute/delay.

**May reject representations**

In all other circumstances.

**CR18 where a resident / visitor parked within a controlled zone was not displaying a valid permit or visitors permit for that vehicle or was using a courtesy car.**

**May accept representations**

In no other circumstances.

**May reject representations**

On all occasions.

**CR19 where the motorist was parked in a controlled zone and was displaying incorrectly completed visitors permits.**

**May accept representations**

In no circumstances

**May reject representations**

In all circumstances

**CR20 Where a health visitor was displaying a carer's permit but was parked on a no waiting restriction.**

**May accept representations**

If an emergency was taking place and supporting evidence is provided.

**May reject representations**

In all other circumstances

**CR21 where the motorist is parked in contravention of a waiting / parking prohibition whilst displaying a residents or visitors permit**

**May accept representations**

In no circumstances

**May reject representations**

On all occasions

**CR22 where the motorist is a new resident within a controlled parking zone and had parked in a residents bay without displaying a valid residents permit**

**May accept representations**

In no circumstances

**May reject representations**

On all other occasions.

**CR23 where the motorist had parked incorrectly in a controlled bay on-street**

**May accept representations**

If it can be established that the motorist was genuinely loading / unloading, subject to compliance with policy [S1.1](#).

**May reject representations**

On all occasions.

**CR24 where the motorist assumed that they were entitled to a “period of grace” before the PCN was issued**

**May accept representations**

If the CEO has not allowed the appropriate observation periods as agreed by the Council, see below:

In no other circumstances.

**May reject representations**

In all other circumstances.

**NOTES – see end of document for Observation/Grace Periods**

PCN's are issued instantly for all other contraventions.

**CR25 where the motorist claims to have lost their car keys**

**May accept representations**

If the motorist is able to provide evidence of losing keys or new key purchase.

If CEO's notes confirm that motorist lost keys.

**May reject representations**

If no evidence can be provided.

**CR26 where the motorist claims that snow, foliage, fallen leaves or flooding covered the signs or markings**

**May accept representations**

If it can be established that such conditions prevailed and it is likely that signs and markings were obscured as claimed and there was no alternative indication of the restriction.

**May reject representations**

If it can be established that such conditions did not cause lines and signs to be obscured as claimed.

If the CEO's notes and photographic evidence etc directly contradict the motorist's version of events.

If the location of the contravention was unlikely to be subject to the natural conditions described by the motorist, i.e. it was under cover.

**CR27 where the motorist claims that their vehicle had broken down**

**May accept representations**

If the motorist is able to provide evidence of a breakdown, i.e. proof of vehicle recovery or a bill of sale for repair or parts.

If CEO's notes confirm that vehicle had broken down.

**May reject representations**

If vehicle had not been moved within 24 hours from breakdown.

If the motorist is unable to provide evidence of any kind that their vehicle had broken down.

If the CEO's notes contradict the motorist's version of events.

**CR28 where the motorist claims that they were attending an emergency or another vehicle had broken down**

**May accept representations**

If the motorist is able to provide reasonable proof of the emergency, i.e. a credible report or

an accident or incident, or that they were attending to another vehicle that had broken down.

**May reject representations**

If the motorist is unable to provide evidence of any kind that they were attending an emergency or another vehicle which had broken down.

If the CEO's notes contradict the motorist's version of events, i.e. the motorist was not seen attending an emergency or another vehicle which was broken down.

**CR29 Where the motorist claims to have put money into the ticket machine but the resident permit holders only restriction had come into force.**

**May accept representations**

If the signage in place is not in accordance with regulations.

**May reject representations**

In all other circumstances.

**CR30 where the vehicle in question was on police, fire brigade or ambulance duties**

**May accept representations**

If a senior officer of the service concerned supports the representations and there is no reason to doubt that the vehicle was engaged on operational activities.

**May reject representations**

In all other circumstances.

**CR31 where the vehicle in question was on an emergency call out for gas, electricity, or water etc.**

**May accept representations**

If the motorist is able to provide evidence of the call out.

In no other circumstances.

**May reject representations**

If the motorist is unable to provide evidence of any kind.

**CR32 where the motorist claims to have been collecting or depositing monies at a bank**

**May accept representations**

If the procedure explained in the motorists' representations is consistent with the allowance for loading and unloading, see Policy S1.1.

If specific arrangements have been agreed.

**May reject representations**

In all other circumstances.

**CR33 where the motorist claims to have been unaware of a temporary parking restriction or special event restriction**

**May accept representations**

If the motorist claims that there was no indication of the restriction, and the CEO's notes / photographs do not confirm that appropriate signing was in place.

If the process followed to make the temporary order was defective in some way.

**May reject representations**

If the CEO's notes / photographs confirm that the vehicle was parked in an area restricted by the Temporary Order or Notice, and that appropriate signing was in place and clearly visible.

**CR34 where the registered keeper liable for payment of the PCN is expected to be absent for a long period of time, e.g. living abroad or in prison**

**May accept representations**

In no circumstances.

**May reject representations**

On all occasion.

**CR35 where the registered keeper liable for the payment of the PCN is said to have died**

**May accept representations**

Where the circumstances can be confirmed (by sensitive enquiry).

**May reject representations**

Only if there is significant evidence to doubt the sincerity of the representations.

**CR36 where the motorist received a fixed penalty notice (FPN) from a Police Officer or Traffic warden when parked in the same location**

**May accept representations**

In no circumstances.

**May reject representations**

In all other circumstances.

**CR37 where a Council Officer or Member parked in contravention and claims to have been on Council business**

**May accept representations**

If the Officer was carrying out emergency or other statutory work.

**May reject representations**

All other circumstances

**CR38 where the motorist stopped to drop off / pick up someone**

**May accept representations**

If the circumstances are seen by the CEO.

If, in exceptional circumstances and subject to observations times, the motorist had to escort a passenger (child, elderly or disabled person) to home, or school.

**May reject representations**

If motorist was parked / stopped on school keep clear markings, pedestrian crossing, bus stop or clearway.

**CR39 where the motorist was unaware of the overnight waiting ban / commercial vehicle waiting restriction**

**May accept representations**

If motorist was instructed / authorised to park in contravention by the Police.

**May reject representations**

In all other circumstances.

**CR40 where the motorist states they were in Police custody when the PCN was issued**

**May accept representations**

If proof (from the Police) has been provided that the Police had instructed the motorist to leave the vehicle.

If the time of arrest (proof required from the Police) provides confirmation that the motorist was legally parked and was unable to move the vehicle before the restriction started.

**May reject representations**

If no proof provided.

If vehicle could have been legally parked before arrest.

**CR41 where the motorist claims that they were visiting a friend or relative in urgent circumstances**

**May accept representations**

If due to an emergency the parking contravention could not be avoided due to the exceptional nature of the incident.

**May reject representations**

If motorist has already received a PCN, which has been cancelled for the same reason.

If the CEO's pocketbook notes provides sufficient reason to doubt sincerity of representation.

**CR42 where the motorist claims there was no 'legal' place to park**

**May accept representations**

In no circumstances

**May reject representations**

On all occasions

**CR43 where the motorist claims they were parked on private property**

**May accept representations**

If land search maps confirm location is private property and not subject to a relevant Traffic Regulation Order.

If there is sufficient evidence to establish location of vehicle.

**May reject representations**

In all other circumstances.

**CR44 where the motorist was delayed in returning to their vehicle parked in a limited waiting parking place**

**May accept representations**

If supported by appropriate evidence, the motorist's representations claim that the delay in returning to the vehicle was caused by circumstances that were entirely unforeseen, unavoidable and exceptional.

If motorist's vehicle had broken down, subject to concurrence with policy [CR30](#).

If the motorist was unable to drive, since parking the vehicle.

**May reject representations**

If the delay described by the motorist was not exceptional, i.e. queuing in a shop.

If the motorist simply underestimated the time needed and could have reasonably purchased more time.

If the motorist was unable to drive since parking due to excess alcohol in the body or had been detained by the Police for any reason, unless subsequently released without charge or proven innocent.

**CR45 where the motorist had parked whilst asking directions**

**May accept representations**

In no circumstances.

**May reject representations**

In all other circumstances.

**CR46 where the motorist stopped to answer mobile phones**

**May accept representations**

In no circumstances.

**May reject representations**

On all occasions.

**CR47 where the motorist claims they were unaware of enforcement on Sundays / Bank / Public holidays**



### **May accept representations**

Check signs are in place to confirm enforcement at these times.

### **May reject representations**

On all other occasions.

### **CR48 where the motorist claims that the restriction was marked after the vehicle had been parked**

#### **May accept representations**

If records confirm that signing / lining / placement of cones or suspension notices was likely to have taken place after the vehicle parked.

#### **May reject representations**

If there is evidence to show that markings were already in place at the time of parking.

### **CR49 where the motorist was carrying out building works or works of a statutory nature**

#### **May accept representations**

If evidence confirms that the motorist was simply loading / unloading (see policy [S1.1](#) on page.

If a valid waiver/ permit to park at the location in question had been issued and was on display in the vehicle.

If works are of a statutory nature or are exempted from restrictions by a Traffic Order or legislation e.g. Utility Companies.

If it can be proven that works were an emergency.

#### **May reject representations**

In all other circumstances.

### **CR50 where motorcyclist was not parked in a motorcycle bay and was not displaying a relevant permit / P&D ticket**

#### **May accept representations**

Where a motorcycle is parked in a car bay and a P&D ticket was purchased but not displayed.

Where motorist made payment for parking using approved alternative method.

**May reject representations**

In all other circumstances.

**CR51 where motorist was parked on wrong level of multi storey car park for the tariff paid**

**May accept representations**

If the signing is not in place.

**May reject representations**

In all other circumstances.

**CR52 where the motorist has changed car park from long stay to short stay**

**May accept representations**

If there are significant mitigating circumstances.

**May reject representations**

In no other circumstances.

**CR53 where the vehicle driven by the motorist is diplomatically registered**

**May accept representations**

In all circumstances. A Notice to Owner should never be sent to the keeper of a diplomatically registered vehicle.

KCC should be informed of all penalty charges recovered from keepers of diplomatically registered vehicles. They will pass information n concerning these debts on to the Foreign and commonwealth Office.

**May reject representations**

In no circumstances.

**CR54 where motorist claims that they left the vehicle parked whilst away on holiday and they had parked the vehicle in a suspended parking place or failed to display a permit in a residents parking zone**

**May accept representations**

If the suspension notice was displayed after the motorist departed on holiday and appropriate documentation is provided to confirm holiday dates and records confirm the date suspension

notices were erected was after the start of the holiday.

If confirmation is received that the resident was away on holiday during the period the penalty charge was issued.

**May reject representations**

In all other circumstances.

**CR55 where motorist claims that they were unaware that they were not allowed to park on a grass verge**

**May accept representations**

If there is evidence of loading / unloading.

If TRO is incorrect.

**May reject representations**

In all other circumstances.

## Observation/Grace Periods

### Off Street

Code	Contravention	
70	loading area	instant
80	parking longer than permitted	instant
81	restricted area	instant
82	payment expired	instant
83	without clear display	10 minutes
85	permit bay	5 minutes (was 10 minutes)
86	beyond bay markings	instant
87	disabled parking space	instant
91	commercial vehicle	instant
93	closed car park	instant
96	engine running	instant

### On Street

Code	Contravention	
1	restricted st –	3 minutes (was 5 minutes)
2	loading in restricted st	instant
5	payment expired –	10 minutes
6	without clear display –	10 minutes
12	no display in resident/shared use	5 minutes (was 10 minutes)
19	invalid resident/shared use	5 minutes (was 10 minutes)
21	suspended bay	instant
22	repacked in the same place	instant
23	wrong class of vehicle	instant
24	not parked correctly	instant
25	loading space	5 minutes
26	double parked in SEA	instant
27	dropped footway in SEA	instant
30	parked longer than permitted	instant
40	disabled parking	instant
45	taxi rank	instant
46	clearway	instant
47	bus stand	instant
48	restricted school area	instant
62	footpath	instant
64	grass verge	instant
99	pedestrian crossing	instant

# ROYAL BOROUGH OF WINDSOR & MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

ESSENTIAL INFORMATION										
Co Item being assessed (Please tick):	Strategy	Parking	Policy	Multiple	Plan	BLP/LTP	Project	Parking Strategy (2020-2030)	Service/Procedure	Commissioning: Infrastructure
Responsible Officer:	Ben Smith			Service:		Parking				
				Directorate:		Strategy and Commissioning				
STAGE 1: EqIA SCREENING (MANDATORY)				STAGE 2: FULL ASSESSMENT (IF APPLICABLE)						
Date created:	16 <sup>th</sup> October 2020 13 <sup>th</sup> November 2020 (updated) 18 <sup>th</sup> November 2020 (updated)			Date created:		29 <sup>th</sup> October 2020 13 <sup>th</sup> November 2020 (updated) 18 <sup>th</sup> November 2020 (updated)				

<b>Approved by Head of Service / Overseeing group/body / Project Sponsor:</b>	<i>"I am satisfied that an equality impact has been undertaken adequately."</i>	
	<b>Signed:</b>	Ben Smith – Head of Commissioning – Infrastructure
	<b>Date:</b>	16 <sup>th</sup> October 2020; 13 <sup>th</sup> and 18 <sup>th</sup> November 2020 (following revisions)

## GUIDANCE NOTES

### What is an EqlA and why do we need to do it?

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advancing equality of opportunity between those with 'protected characteristics' and those without them.
- Fostering good relations between those with 'protected characteristics' and those without them.

EqlAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups.

### What are the "protected characteristics" under the law?

The following are protected characteristics under the Equality Act 2010: age; disability (including physical, learning and mental health conditions); gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

### What's the process for conducting an EqlA?

The process for conducting an EqlA is set out at the end of this document. In brief, a Screening Assessment should be conducted for every new or reviewed strategy, policy, plan, project, service or procedure and the outcome of the Screening Assessment will indicate whether a Full Assessment should be undertaken.

### Openness and transparency

RBWM has a 'Specific Duty' to publish information about people affected by our policies and practices. Your completed assessment should be sent to the Strategy & Performance Team for publication to the RBWM website once it has been signed off by the relevant manager, and/or Strategic, Policy, or Operational Group. If your proposals are being made to Cabinet or any other Committee, please append a copy of your completed Screening or Full Assessment to your report.

## Enforcement

Judicial review of an authority can be taken by any person, including the Equality and Human Rights Commission (EHRC) or a group of people, with an interest, in respect of alleged failure to comply with the general equality duty. Only the EHRC can enforce the specific duties. A failure to comply with the specific duties may however be used as evidence of a failure to comply with the general duty.

### STAGE 1: SCREENING (MANDATORY)

#### 1.1 What is the overall aim of your proposed *strategy/policy/project etc* and what are its key objectives?

The Parking Strategy for the Royal Borough of Windsor and Maidenhead, seeks to draw on the national and local policy context and will replace the adopted 2016 Parking Strategy. The council will use the strategy to build on its agenda of creating a 'Borough of Opportunity & Innovation'. The parking strategy will seek to promote and offer the maximum flexibility for users of the car parks and thus increase footfall, basket spend, viability of town centres, promote 7-day usage, enhance and support an increase in night-time economy and revenue. The Parking Strategy sets out the strategy for the next 10-year period including how parking will be enforced across the Borough until 2030. The strategy provides an action plan for delivery of the related schemes and initiatives to be taken forward.

#### 1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics?

*Consider each of the protected characteristics in turn and identify whether your proposal is **Relevant** or **Not Relevant** to that characteristic. If **Relevant**, please assess the level of impact as either **High / Medium / Low** and whether the impact is **Positive** (i.e. contributes to promoting equality or improving relations within an equality group) or **Negative** (i.e. could disadvantage them). Please **document your evidence** for each assessment you make, **including** a justification of why you may have identified the proposal as "Not Relevant".*

Protected characteristic	Relevance	Level	Positive / Negative	Evidence
Age	Yes	Medium	Both	Parking is relevant across all age groups, but can have differing levels of impact, some may be positive and negative subject to the group. The main impact of the document will be on the over 65's as proposals (such as removing on-street payment machines) focus on phone and app-based

				<p>payments. This sector of the community has the lowest ownership level. Changes in methods of payment may also reduce or increase walking distances.</p> <p>The use of App based products may improve accessibility and convenience when paying for parking tariffs as access and a visit to a parking machine is not required.</p>	
184	<b>Disability</b>	Yes	Medium	Both	<p>Parking is relevant across all disabilities but can have differing levels of impact subject to the disability; some may be positive and negative subject to the group. The document includes a section on special parking requirements and includes a section on blue badge and shopmobility and seeks to comment on other issues linked to Phone and App based products. Visual and audible considerations have been appraised as has wheelchair access to equipment and access arrangements. Changes in methods of payment may also reduce or increase distances which could have a material consideration.</p> <p>The use of Phone and App based products may improve accessibility and convenience when paying for parking tariffs as access and a visit to a parking machine is not required.</p>
	<b>Gender reassignment</b>	Yes	High	Both	<p>Parking is gender neutral in that guidance in terms of design and provision is general and not gender specific. However, although these should benefit all genders it is noted that safety, security, lighting and other factors may be considered of more importance.</p>
	<b>Marriage and civil partnership</b>	No	N/A	N/A	<p>Parking is not considered to be relevant to this topic as the guidance is neutral in terms of design and provision.</p>
	<b>Pregnancy and maternity</b>	Yes	High	Both	<p>Parking is relevant, but can have differing levels of impact, some may be positive and negative. These often involve access, distances, wayfinding, security and gradients. The use of Phone and App based products may improve</p>



				accessibility and convenience when paying for parking tariffs as access and a visit to a parking machine is not required.
<b>Race</b>	Yes	Medium	Negative	Parking is relevant to race on the premise that the majority of information linked to parking is defined in English, whereas those from multiracial backgrounds may not speak or read English. This issue is often increased in high tourist areas.
<b>Religion or belief</b>	No	N/A	N/A	Parking is not considered material in terms of religious beliefs as the guidance in terms of design and provision is general and not related to individual religions or beliefs (issues linked to language are addressed in race).
<b>Sex</b>	No	N/A	N/A	Parking is gender neutral in that guidance in terms of design and provision is general and not gender specific.
<b>Sexual orientation</b>	No	N/A	N/A	Parking is gender neutral in that guidance in terms of design and provision is general and not gender specific, subject to issues already raised in other sections.

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### OUTCOMES, ACTION & PUBLIC REPORTING

Screening Assessment Outcome	Yes / No / Not at this Stage	Further Action Required / Action to be taken	Responsible Officer and / or Lead Strategic Group	Timescale for Resolution of negative impact / Delivery of positive impact
<b>Was a significant level of negative impact identified?</b>	Not at this stage	The Council has a policy on making information available in multiple languages.	Ben Smith	Ongoing policy update – No Requirement for Stage 2 at this time
<b>Does the strategy, policy, plan etc require amendment to have a positive impact?</b>	No	The current policy will need to be utilised to provide the	Ben Smith	Ongoing policy update – No Requirement for Stage 2 at this time

		document in a number of appropriate languages.		
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Note: specific EQIA's will be prepared as appropriate as actions within the Parking Strategy 2020 – 2025 are progressed

If you answered **yes** to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered "No" or "Not at this Stage" to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).

**All completed EqIA Screenings are required to be publicly available on the council's website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.**

Report Title:	0-19 Integrated Family Hub Service - Proposal for new model and second public consultation findings
Contains Confidential or Exempt Information?	No – Part I.
Member reporting:	Cllr S Carroll, Lead Member for Adult Social Care, Children’s Services, Health and Mental Health.  Cllr R McWilliams, Lead Member for Housing, Communications and Youth Engagement.
Meeting and Date:	Cabinet- Thursday 26 November 2020
Responsible Officer(s):	Kevin McDaniel, Director of Children’s Services
Wards affected:	All.

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## REPORT SUMMARY

1. The purpose of this report is to seek approval for the implementation of the preferred early help model of the integrated Family Hub Service. The Family Hub Service will bring together a range of services that will focus provision on targeted support to our most vulnerable children, young people and families. The aim of the remodelling is to strengthen support for those families that most need it and in doing so reduce the demand for statutory intervention. This will ensure that the limited resources available for early help services are being used as effectively as possible for the holistic benefit of our most vulnerable families and will also enable savings targets to be achieved.
2. As part of the approval we are seeking a decision about the retention or closure of specific children’s centres and youth centres and the resulting lease arrangements for those spaces. The decision will result in a significant restructure of the roles required to deliver the new service with more focus on fewer, more flexible jobs within the service.
3. The final proposals are based on an initial 12 week public consultation that took place January to March 2020 and a further eight week public consultation from July to September 2020. The feedback received is summarised in this report and has shaped the final proposed model. The full consultation findings can be found in appendix 1. Appendix 2 includes some of the key documents provided to residents to help inform their responses as part of the second phase of consultation.
4. Whilst delivering a more targeted service for vulnerable families, the preferred model will deliver a full year cost reduction of £600,000. The overall annual budget 2020/21 for these services before savings was £4,077,000. The second consultation and implementation time will mean that only £23,000 of the 2020/21 planned savings of £450,000 will be achieved.

## **1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION: That Cabinet notes the report and:**

- i) Agrees to the proposed model of an integrated Family Hub Service as set out in the consultation documents in appendix 2.**
- ii) Agrees to the proposals de-designating a number of children's centres, along with a number of changes to leases and rental agreements at a number of sites as set out in section 3.3.**
- iii) Confirms that Achieving for Children should commence implementation including staff consultation for the proposed new model.**

**2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED**

2.1 The table below sets out the two options arising from this report.

<b>Option</b>	<b>Comments</b>
<p>1. Transform Family Resilience Services, Children’s Centres and Youth Services into an integrated Family Hub Service model, which focuses on supporting and improving outcomes for those children, young people and families most in need of help.</p> <p><b>This is the recommended option.</b></p>	<p>Doing this will involve:</p> <ul style="list-style-type: none"> <li>• Bringing services together to create a service that better meets the needs of the whole family.</li> <li>• Prioritising services for those children, young people and families most in need of help which will enable the service to better meet the sufficiency duty in the Sure Start Children’s Centres Statutory Guidance (2013) (see section 5 for more details).</li> <li>• Strengthening links with the voluntary and charitable sector to identify opportunities for other organisations to deliver some of the universal offer.</li> <li>• Developing a Family Hub Service programme of activities and sessions that is based on feedback from both stages of the consultation.</li> <li>• Reducing the current volume of universal and preventative services offered by these teams which includes open access/ drop in ‘Stay and Play’ sessions for families with small children and open access/ drop-in sessions for young people, currently delivered by our youth service.</li> <li>• Reviewing the delivery model for children’s centres and youth centres with changes to current venues that are used. The focus will be on maintaining sites in geographical areas of need and discontinuing leases at locations that are no longer appropriate. The final proposal for our sites has been informed by the second stage of consultation.</li> <li>• Reviewing the staffing model once a formal decision has been</li> </ul>

Option	Comments
	made about the detailed local implementation to ensure it is fit for purpose. This will likely result in some redundancies.
<p>2. Do nothing.</p> <p><b>This is not recommended.</b></p>	<p>This means we would:</p> <ul style="list-style-type: none"> <li>• Continue to offer all universal open access/ drop in ‘Stay and Play’ sessions (currently 13 sessions a week) and open access/ drop-in youth service sessions (currently seven sessions a week) which are accessible to all and therefore not targeted at vulnerable families. They are also resource intensive and so reduce our capacity to carry out more targeted work.</li> <li>• Continue to have wait times for more vulnerable children, young people and families who have been assessed as needing support. This could lead to families having more entrenched difficulties, thus requiring statutory intervention at a later date. It would also mean we would not be effectively targeting vulnerable families and thereby not fully meeting the Sure Start Children’s Centres Statutory Guidance (2013) in relation to reducing inequalities.</li> <li>• Be running counter to evidence-based national policy for early years services.</li> <li>• Be unable to meet the savings target.</li> </ul>

### 3. KEY IMPLICATIONS

#### Background to the report

3.1 At the Cabinet meeting on 25 June 2020, Members agreed to the following recommendations:

***That Cabinet notes the report and:***

1. *Agrees in principle to the preferred model of integrated Family Hubs.*
2. *Agrees in principle for the Family Hub Service model to prioritise services for children, young people and families most in need.*

3. *Agrees to a second stage of public consultation which will seek views on the proposed implementation of the Family Hub model at a local level. The final model will then be developed, based on this consultation, and brought back to Cabinet in October for the final decision.*

## **Background to the preferred model**

3.2 Achieving for Children, who are commissioned to deliver Children's Services on behalf of the Royal Borough of Windsor and Maidenhead Council, undertook a review of existing early help services in response to the government's Life Chances agenda and the All Party Parliamentary Group report on the future of children's centres:

<https://democracy.leeds.gov.uk/documents/s150825/app%25208%2520appg%2520>  
2

3.3 The intention was to better understand the developing approach to children's centre and youth centre service delivery. Based on this, a preferred model has been developed which, if approved, will see services reorganised into a Family Hub Service model. This approach aligns with national and regional evidence, including the report noted above, and will enable the service to effectively meet the needs of the most vulnerable children, young people and families, whilst also providing value for money.

3.4 This model is preferred because it will deliver a number of benefits in Windsor and Maidenhead including the opportunity to:

- Strengthen the focus on children, young people and families who most need support through early intervention, in order to increase family resilience and reduce the need for statutory social care involvement. This will contribute to reducing the time that vulnerable families who need support have to wait for a service, but are unable to access it in a timely way through the current model. This would ensure the service is more effectively able to meet the sufficiency duty set out in the Sure Start Children's Centres Statutory Guidance (2013) by targeting services at those most in need.
- Build on the success of the Healthy Child Programme by continuing to deliver a universal Health Visiting Service that can be accessed by all families (for the purpose of this report, please note that universal health visiting is funded through the public health grant and not from the same funding stream as children's centres and youth centres and as such, this funding will be unaffected by this proposal).
- Move away from traditional models of service delivery focused on particular static sites with lots of fixed assets that require maintaining. Based on our experience of service delivery in RBWM and the data available to us, this is no longer considered effective at engaging vulnerable groups and so the preferred option is to move to a more flexible and responsive approach that brings services to those who need them i.e. outreach in the community and in the home. The 2019 Local Transformation Partnership survey found that 68% of young people would seek health and wellbeing support from someone in their family in the first instance. The needs of families are not static and often fluctuate over time. It is therefore essential that the proposed model is able to respond to these needs in a new way, so that families are not expected to travel across the borough to access services.

- In line with the above point, set up flexible and time limited outreach services on a smaller, more local scale, when intelligence suggests this is required in particular areas, e.g. work on knife crime.
- Support local communities so that they can develop universal provision in particular areas by providing advice and guidance on the effective delivery of services to children, young people and families and by working with them to identify potential sites that could be used for service delivery, should leases for particular buildings be discontinued.
- Deliver better impact for families from the £3.5m that will still be spent on early help services as the hub model would allow the discontinuing of leases on buildings in the early help portfolio that are no longer fit for purpose and will enable a staff remodelling which will better align with the proposed approach.

## **Service delivery**

3.5 As set out previously, the preferred model is to bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need from one Family Hub. It is important to emphasise however that this does not mean that residents will get this support from one building. Alternatively the Family Hub Service model will act as a single point to coordinate services for vulnerable families.

3.6 The preferred model is to establish two main Family Hubs - one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both Windsor and Maidenhead. Children's centre services and youth services will be delivered from these venues, other community venues, in people's homes and via other outreach in the community.

3.7 The key principles underpinning the preferred model include:

- Delivering a service that has a whole family focus, through the provision of multi-disciplinary Family Hubs situated across the borough. There will be a strong emphasis on mental health and relationship support including integration of all early help services such as education, health and the voluntary sector.
- Predominantly supporting targeted vulnerable families across the age range of 0-19 years (or age 25 years where young people have learning difficulties and/or disabilities), so that the needs of families can be coordinated in one place, regardless of the ages of their children.
- Adopting a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location. This means some services will be delivered at 'hub sites' but other services will be delivered via outreach in collaboration with partners and the community.
- At an early stage, working in partnership with children, young people and families by supporting them to be more resilient, and by offering the right support at the right time and in the right way, so that improvements in their lives can be sustained.
- Enabling children, young people and families needing our support to tell their story only once.
- In response to community concerns about knife crime and County Lines activities, delivering the youth service on an outreach basis in partnership with



the Police and Community Safety, with activity in specifically targeted areas where issues have been identified.

- Accepting referrals into the Family Hub Service via the Single Point of Access (SPA) and undertaking a triaging exercise to ensure those most in need are prioritised, which will reduce current waiting times for accessing services.
- Working with the community and voluntary sector, including parent groups, to support them to deliver universal services where children's centre and youth centre provision is reduced.

3.8 The Family Hub Service will deliver a programme of services in various venues across their community area including universal health provision; school nursing; specific sessions and groups for vulnerable families; parenting support; and opportunities for early years learning and development by continuing to host a range of activities and groups from the independent and private sector.

3.9 Through the first stage of consultation with residents and stakeholders we have learned that respondents see the key priority as one to one work with families, particularly those with younger children or children with additional needs. Building community resilience was also a common theme and so we will ensure that this is an integral aspect of the model. By building community resilience and maintaining the 0-5 Healthy Child Programme, it is anticipated that families who need additional support will be identified and offered support at an early stage.

3.10 As part of the implementation, we will refine the programme of activities to ensure that where possible, we are able to continue those sessions that support groups most in need, for example, groups for parents with children with additional needs and targeted sessions for hard to reach Black, Asian and Minority Ethnic (BAME) families in the community.

3.11 Our youth service will continue to prioritise supporting more vulnerable young people on a 1-1 basis such as those that are: involved with statutory children's social care services; engaging in risky behaviours; or with low self-esteem or mental health issues. The service will also continue to support participation and engagement of children and young people, including those in care and those leaving care, and deliver parent/ carer/ professional workshops on child sexual exploitation, gangs, substance misuse and online safety, and would also provide outreach to identified hotspots in the borough, as the need is identified.

3.12 In terms of universal services, the proposal is to carry on delivering sessions and workshops to pupils in partnership with our local schools. This aligns with the findings from the 2019 East Berkshire Local Transformation Plan survey which was carried out to better understand children's mental health and wellbeing. The survey found that 47% of young people would value support after school, and 14% before school. This finding will inform our future provision.

3.13 Whilst the expertise/specialism of each service will remain, the delivery will be integrated to best match the needs of the local community. To achieve an integrated Family Hub Service model we would propose to:

Activity	Details	Benefits and impact
Continue to deliver universal health provision	<p>There are currently no planned changes to the universal health provision that is delivered. This includes:</p> <ul style="list-style-type: none"> <li>• Full Healthy Child Programme, offering every family 5 health reviews in the first 3 years (crucial first 1000 days) of their child's life and a range of support services in the community, i.e. drop in clinics, new baby groups.</li> <li>• School Nursing Service which provides support with long term conditions and universal support for pupils in school.</li> <li>• Home visiting support for families whose child is developmentally delayed, socially isolated or living with other vulnerabilities.</li> </ul>	<p>Health services were rated as one of the most popular services delivered by children's centres in the stage one public consultation exercise.</p> <p>All families will still be able to access universal health support to give their children the best start in life.</p> <p>Drop in clinics will be delivered at the same frequency i.e. five times a week, but locations and timings may change following the review of sites. We will however ensure that clinics are delivered in accessible locations and new timings and locations are communicated effectively to our families.</p> <p>Going forward, there may be further changes to how we deliver services but the universal offer that is accessible to all will remain.</p> <p>It is worth noting that that there is currently some disruption to our health service provision due to COVID-19. We will continue to follow Public Health guidance in terms of the delivery of these services.</p>
Deliver outreach work more flexibly and in a greater number of locations to reach people	We will extend our outreach work and focus on delivering services in the community, rather than at a specifically designated children's centre or youth centre.	The intention is to increase the amount of outreach work we do by freeing up staff from the management and maintenance of fixed assets, such as buildings.

Activity	Details	Benefits and impact
<p>who are not currently accessing provision.</p>	<p>This will enable us to engage more with hard to reach groups by delivering programmes from a range of local venues such as schools, leisure and community centres, partner properties and other community locations.</p>	<p>This approach will strengthen the focus on the most deprived areas with the highest level of need. It will also mean we are better able to reach those families who are not currently accessing our services.</p> <p>It will also enable us to move away from the traditional delivery of youth services i.e. drop in sessions at a centre which have proven less and less popular over recent years, towards a more flexible approach whereby we take services to the young people, where this is needed most. It is anticipated that this will lead to increased engagement with those more vulnerable children and young people.</p>
<p>Reduce the number of designated children's centres delivery sites from 13 to eight and youth centres from nine to three (with future use of one site still to be confirmed).</p>	<p>By delivering more services through outreach and other community venues, we will be less reliant on children's centre and youth centre buildings.</p> <p>Detailed analysis of current usage of children's centres has enabled us to identify which centres could be closed with the least impact. We propose to maintain those centres that are:</p> <ul style="list-style-type: none"> <li>• Well used by residents.</li> <li>• Best equipped to meet the future needs of the service.</li> <li>• Located close to areas of relative deprivation.</li> </ul>	<p>This will mean a reduction in the quantity of children's centre and youth centre services that we are able to offer.</p> <p>It will also mean that families or young people whose nearest children's centre or youth centre is earmarked for closure will have further to travel to visit a centre.</p> <p>We will mitigate against some of the impact of these changes by:</p> <ul style="list-style-type: none"> <li>• Adopting a new, more responsive and flexible service.</li> </ul>

Activity	Details	Benefits and impact
	<ul style="list-style-type: none"> <li>• Well-placed for public transport or with good parking facilities.</li> <li>• Wheelchair and pushchair accessible.</li> <li>• Able to offer good value for money in terms of rental costs.</li> <li>• Aligned with the RBWM new climate/ environmental strategy.</li> <li>• Align with the CAMHS transformation project.</li> </ul> <p>It is estimated for a full year the reduction in sites would reduce costs by £40,000.</p>	<ul style="list-style-type: none"> <li>• Providing more services through outreach at alternative venues in the community.</li> <li>• Working more closely with community and voluntary sector groups.</li> <li>• Signposting young people or families who may no longer be able to access universal services to alternative providers.</li> <li>• Offer a range of “drop-in” sessions for parenting advice and advice for young people.</li> </ul> <p>As part of the initial consultation we have already asked users for their views on which services they most value and we would prioritise these when putting together the service offer for 2020-21 and beyond.</p>
<p>Deliver a wider range of services for families coordinated from the remaining centres which prioritises those most in need</p>	<p>For the remaining buildings we will coordinate a more family-focused offer, by bringing together a range of services, for example, health services, family support, support for childminders, and responsive outreach.</p> <p>As part of this we will continue to deliver the specific services and groups for children with additional needs and their families; for women at risk of or living with domestic abuse; for first time or young or vulnerable parents; for families involved in statutory social care; for care</p>	<p>Although the proposals in this consultation would result in a reduced universal early help offer, we propose to mitigate against some of the impact by bringing more services together in a more coordinated way, thereby enabling families to access more of the support they would most benefit from.</p> <p>This will mean that those needing targeted support such as information about domestic abuse and health</p>

Activity	Details	Benefits and impact
	<p>leavers including those who are parents; for childminders and the children in their care; for parents in need of mediation or support with parental conflict; and for parents with poor mental health</p>	<p>guidance, would be more likely to access it.</p> <p>Where specific issues arise in particular areas, for example, a rise in knife crime, we will deliver targeted support in that area which will be accessible for all.</p>
<p>Strengthen partnerships with local community and voluntary groups</p>	<p>We will work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run universal sessions for children, young people and families. We will provide advice and guidance to enable them to establish sessions accessible by all. This could include supporting parents to deliver sessions and / or support themselves where possible.</p> <p>We will also develop a directory of resources which will include local organisations offering universal and targeted support. We will use this to signpost children, young people and families to the support they need in the wider community. The intention is to make the directory easy to navigate and we will seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic i.e. Solihull Parenting Support and KOOTH (mental health support for young people).</p>	<p>Local community and voluntary sector organisations could deliver some of the universal services that are not proposed as part of the new model, thereby ensuring all families are able to access some level of provision.</p> <p>By providing advice and guidance to these groups, we will be equipping the local community with greater knowledge and skills.</p>

## Staffing

3.14 Should the proposed Family Hub Service be approved we would look to implement a new staffing model that better aligns with the new approach.

3.15 The Family Hub Service model would see a move from three separate teams (children’s centres, family resilience and youth services), each with their own management structure, priorities and specific roles, to a ‘Hub Team’ which will

have a range of skills and expertise but seek to work to meet the needs of the whole family.

3.16 This will require a change to the service which will involve all members of staff and we would expect a reduction in staffing numbers accordingly. This is because the new model will require a smaller number of workers as the focus will be on need rather than maintaining poorly attended drop in sessions or maintaining buildings. However we will aim to retain the talent, skills and experience of our specialist workers, for example those skilled and experienced in working with families where domestic abuse or poor mental health or drug misuse is an issue. The public consultation identified parenting support as a priority need and therefore a workforce with the talent, abilities and experience of delivering this support will be integral to the new model. Research has shown us that “whole family” support leads to improved outcomes for children and young people, including those with disabilities, and this ethos will be a cornerstone of the proposed new model.

3.17 The individual details of these staffing changes will be finalised by Achieving for Children as part of the implementation of the change. Initial scoping has indicated that a reduction in the region of 24 FTE including vacancies will result and contribute towards the efficiency target of £600,000 built into the existing budgets. There will be a significant number of changes which will involve all members of the service working to new job descriptions. We estimate about 10 FTE worth of redundancies after allowing for existing vacancies. Details of which will not be known until any process is concluded.

## **Sites**

3.18 As part of the review of early help services and the development of the preferred model, we have considered all existing service delivery sites and made proposals for how those sites could be used going forward.

3.19 We have a number of criteria against which we have reviewed the sites. Based on this we made a number of proposals for which to retain and which to discontinue the leases on. Following on from the second stage of consultation, these proposals have now been finalised.

3.20 We are proposing to retain sites that meet a number of the following criteria:

- Well used.
- Best equipped to meet the future needs of the service.
- Located close to areas of relative deprivation.
- Well-placed for public transport or with good parking facilities.
- Wheelchair and pushchair accessible.
- Able to offer good value for money in terms of rental costs.
- Aligns with the emerging Council Asset Strategy.

3.21 We are proposing to cease using and discontinue leases on some sites designated as children’s centres and some sites used as youth centres that meet a number of the following criteria:

- Are situated in areas where they are no longer the most needed.
- Are too small or are not cost effective to run and are not equipped to meet the future needs of the service or the Council’s climate priorities.

- Are under-used compared to other centres.
- Are unable to offer additional service i.e. health clinics, due to lack of space or lack of accessibility.
- Are potentially able to be used by parents, community or voluntary groups to deliver sessions independently.

3.22 The table below provides a summary of which centres we have proposed to retain and which we have proposed to discontinue the lease for and cease using as a children's centre or youth centre. This is based on the criteria set out above and on feedback from the second stage of consultation. The responses from the consultation for each individual site has been included for information along with the initial and the final proposal.

3.23 It is worth noting that whilst some service delivery could take place in the sites that are recommended for retention, the key principle of this model is that services would be delivered in a range of venues across the borough, coordinated by staff operating out of these sites.

3.24 Please also note that the references to distances between different centres and between centres and public transport have been made based on directions from postcode to postcode on foot using Google Directions. Councillors Carroll and McWilliams (the relevant Lead Members) have also checked some of these distances as part of their visits to each centre.

<b>Building</b>	<b>Initial proposal</b>	<b>Preliminary Rationale</b>	<b>Consultation response to proposal</b>	<b>Final proposal</b>
<b>Children's centres</b>				
Datchet Children's Centre SL3 9EJ	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; close to areas of relative deprivation; good transport links- 200 feet to nearest train station; accessible facilities; low rental cost; high footfall.	- 58.7% agree or strongly agree.  - 4.6% disagree or strongly disagree.  - 24.4% neither agree nor disagree and 12.2% do not know.	Retain as sub-venue in Windsor.
Larchfield Children's Centre SL6 2SG	Retain as sub-venue in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub	- 65.2% agree or strongly agree.	Retain as sub-venue in Maidenhead.

<b>Building</b>	<b>Initial proposal</b>	<b>Preliminary Rationale</b>	<b>Consultation response to proposal</b>	<b>Final proposal</b>
		model; close to area of relative deprivation; good transport links- 0.9 miles to nearest train station; accessible facilities; low rental cost; high footfall.	- 3.3% disagree or strongly disagree.  - 21.6% neither agree nor disagree and 9.9% do not know.	
Manor Children's Centre/ Youth Centre  SL4 5NW	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; close to area of relative deprivation; accessible facilities; high footfall.	- 49.4% agree or strongly agree.  - 1.7% disagree or strongly disagree.  - 35.5% neither agree nor disagree and 13.4% do not know.	Retain as sub-venue in Windsor.
Poppies Children's Centre  SL4 4XP	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; well positioned for targeted interventions on the army estate; accessible facilities; high footfall.	- 48.5% agree or strongly agree.  - 3.8% disagree or strongly disagree.  - 31.4% neither agree nor disagree and 16.2% do not know.	Retain as sub-venue in Windsor.
Riverside Children's Centre  SL6 7JB	Retain as main Family Hub in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub	- 70.3% agree or strongly agree.	Retain as main Family Hub in Maidenhead.



Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
		model; central location; good transport links- within 0.6 miles of nearest train station; accessible facilities; high footfall.	- 5.0% disagree or strongly disagree.  - 16.5% neither agree nor disagree and 8.2% do not know.	
Eton Wick Children's Centre  SL4 6JB	Discontinue lease.	Limited space available making it unsuitable for future use; no designated disabled parking; low footfall.	- 24.2% agree or strongly agree.  - 1.3% disagree or strongly disagree.  - 38.5% neither agree nor disagree and 15.9% do not know.	De-designate as a children's centre and discontinue lease.  The site will be returned to Datchet St Mary's Primary Academy for use by the school directly or in conjunction with the community.  AfC is currently the only user at the site.
Pinkneys Green Children's Centre/ Youth Centre  SL6 5HE	Discontinue lease.	Limited space available making it unsuitable for future use; close to other provision- Marlow Youth Centre and Riverside Children's Centre both within 1.6 miles; potential interest from local voluntary and community groups to deliver	- 22.4% agree or strongly agree.  - 36.9% disagree or strongly disagree.  - 30.7% neither agree nor disagree and 10.1% do not know.	Repurpose primarily for the Family Contact Service that will support children in care through one to one work and contact with family members.  The site will be used for some Family Hub Service delivery i.e. weekly health provision and targeted evening

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
		services at the site; low footfall at youth service sessions.		youth groups i.e. Esteem. The universal youth club will not remain however and the site will be de-designated as a Children's Centre.
The Lawns Children's Centre  SL4 3RU	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; only open during term-time; close to other provision- Manor Children's Centre/ Youth Centre within 0.5 miles; access via a footbridge- wheelchair users and those with mobility issues may need help to access.	<p>- 19.4% agree or strongly agree.</p> <p>- 23.5% disagree or strongly disagree.</p> <p>- 42.4% neither agree nor disagree and 14.7% do not know.</p>	<p>De-designate as a children's centre and discontinue lease.</p> <p>We would no longer rent the space (a single room and adjoining kitchen) from the Lawns Nursery School.</p> <p>AfC is currently the only user at the site.</p>
Woodlands Park Village Centre Children's Centre  SL6 3GW	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; limited transport links- 2.7 miles away from nearest train station; potential interest from local voluntary and community groups to deliver services at the site.	<p>- 20.5% agree or strongly agree.</p> <p>- 33.3% disagree or strongly disagree.</p> <p>- 34.4% neither agree nor disagree and 11.7% do not know.</p>	<p>De-designate as a children's centre and discontinue lease.</p> <p>We would no longer rent the space (a room) from the Woodlands Park Village Community Centre.</p> <p>AfC is not the only user at the site and it will be free for other users.</p>

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
<b>Children's centre satellite sites</b>				
Low Ropes Activity Course at Beech Lodge SL6 6QL	Retain as sub-venue.	No other similar provision available locally; could be used for targeted groups; no rental cost- low maintenance cost.	- 57.4% agree or strongly agree.  - 1.6% disagree or strongly disagree.  - 21.9% neither agree nor disagree and 19.1% do not know.	Retain as sub-venue.
Maidenhead Nursery School SL6 7PG	Retain as sub-venue.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station within 0.2 miles; accessible facilities; no rental cost.	- 63.1% agree or strongly agree.  - 1.0% disagree or strongly disagree.  - 20.3% neither agree nor disagree and 15.4% do not know.	Retain as sub-venue.
South Ascot SL5 9EB	Retain as sub-venue.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station within 0.3 miles; accessible facilities; low rental cost.	- 41.0% agree or strongly agree.  - 1.8% disagree or strongly disagree.  - 38.0% neither agree nor disagree	Retain as sub-venue.

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
			and 19.3% do not know.	
Old Windsor SL4 2PX	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; limited transport links- nearest train station is 2 miles away; low footfall.	- 21.0% agree or strongly agree.  - 21.6% disagree or strongly disagree.  - 40.9% neither agree nor disagree and 16.4% do not know.	De-designate as a children's centre and discontinue lease.  We would no longer rent the space (a room) in the hall.  AfC is not the only user at the site and it would be available to others.
Wraysbury Village Hall TW19 5NA	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; low footfall.	- 18.1% agree or strongly agree.  - 22.2% disagree or strongly disagree.  - 41.5% neither agree nor disagree and 18.1% do not know.	De-designate as a children's centre and discontinue lease.  We would no longer rent the space (a room) in the hall.  AfC is not the only user at the site and it would be available to others.
<b>Youth centres</b>				
Marlow Road Youth Centre SL6 7YR	Retain as a sub-venue in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station is within	- 68.9% agree or strongly agree.  - 1.7% disagree or strongly disagree.	The Council have agreed to support Maidenhead Community Centre (MCC) through a move to Marlow Road. AfC will

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
		0.6 miles; high footfall.	- 18.3% neither agree nor disagree and 11.1% do not know.	base youth operations elsewhere and are in discussions with MCC to retain some access for Family Hub Service provision.  In addition AfC will seek to deliver additional services at one or more of the alternative sites that are being retained.
Windsor Youth Centre SL4 3HD	Retain as main Family Hub in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station is within 0.7 miles; external hires ensure that the centre runs as cost neutral; high footfall.	- 55.9% agree or strongly agree.  - 2.4% disagree or strongly disagree.  - 28.8% neither agree nor disagree and 12.9% do not know.	Retain as main Family Hub in Windsor.
Charters Youth Centre SL5 9QY	Discontinue lease.	Limited space available making it unsuitable for future use; school has requested site reverts back to school use; low footfall.	- 15.9% agree or strongly agree.  - 16.5% disagree or strongly disagree.  - 45.9% neither agree nor disagree	Discontinue lease.  Negotiation of site return to use by Charters School will be undertaken during implementation.

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
			and 21.8% do not know.	
Datchet Youth Centre SL3 9HR	Discontinue lease.	Limited space available making it unsuitable for future use; close to other provision- within 0.4 miles of Datchet Children's Centre; low footfall.	- 15.5% agree or strongly agree. - 22.0% disagree or strongly disagree. - 43.5% neither agree nor disagree and 19.1% do not know.	Discontinue lease.  A local pre-school has expressed interest in utilising this site.  AfC is the only user at the site and it will need to be maintained securely.
Eton Wick Youth Centre SL4 6LT	Discontinue lease.	Limited space available making it unsuitable for future use; high rental cost; low footfall.	- 17.6% agree or strongly agree. - 21.2% disagree or strongly disagree. - 42.4% neither agree nor disagree and 18.8% do not know.	Discontinue lease.  Recent interest from a local resident to deliver provision from this site. This will be explored further.  AfC is the only user at the site and it will need to be maintained securely.
Larchfield Youth Centre SL6 4BB	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; close to other provision- within 0.4 miles of Larchfield Children's Centre; steadily reducing footfall.	- 16.0% agree or strongly agree. - 36.0% disagree or strongly disagree. - 34.3% neither agree	Discontinue lease.  We would no longer rent the space (a hall and storage) in the hall.  The site is used by other groups and it would be

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
			nor disagree and 13.8% do not know.	available to others.
<b>Other buildings</b>				
Maidenhead Project Centre, Reform Road SL6 8BY	Discontinue lease and staff move sites.	Limited space available making it unsuitable for future use; potentially part of RBWM regeneration plans; high rental cost.	- 16.6% agree or strongly agree. - 31.0% disagree or strongly disagree. - 36.5% neither agree nor disagree and 16.0% do not know.	Retain as a sub-venue in part to mitigate the loss of some of the space at 4 Marlow Road.  Increase usage at the site i.e. evening and weekend Family Hub Service delivery.  There is a cost implication to this option.
Outdoor provision in Hurley SL6 5ND	Transfer to community provider to maintain.	Limited space available making it unsuitable for future use; potential interest from a community provider to maintain the provision- would seek access for targeted groups as part of new arrangement.	- 28.7% agree or strongly agree. - 10.3% disagree or strongly disagree. - 41.4% neither agree nor disagree and 19.5% do not know.	Transfer to community provider to maintain, with contractual access for Family Hub users.

3.25 The proposals are summarised in the table below:

<b>Retain</b>
<ul style="list-style-type: none"> <li>• Datchet Children's Centre</li> <li>• Larchfield Children's Centre</li> </ul>

<ul style="list-style-type: none"> <li>• Manor Children’s Centre/ Youth Centre</li> <li>• Poppies Children’s Centre</li> <li>• Riverside Children’s Centre</li> <li>• Pinkneys Green Children’s Centre/ Youth Centre (changed use)</li> <li>• Low Ropes Activity Course at Beech Lodge</li> <li>• Maidenhead Nursery School</li> <li>• Marlow Road (changed and reduced use)</li> <li>• South Ascot</li> <li>• Windsor Youth Centre</li> <li>• Maidenhead Project Centre, Reform Road</li> </ul>
<b>De-designate/ discontinue lease or end rental agreement/ no longer use</b>
<ul style="list-style-type: none"> <li>• Eton Wick Children’s Centre</li> <li>• The Lawns Children’s Centre</li> <li>• Woodlands Park Village Centre Children’s Centre</li> <li>• Old Windsor</li> <li>• Wraysbury Village Hall</li> <li>• Charters Youth Centre</li> <li>• Datchet Youth Centre</li> <li>• Eton Wick Youth Centre</li> <li>• Larchfield Youth Centre</li> <li>• Outdoor provision in Hurley</li> </ul>

3.26 The key implications are set out in the table below:

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Transformation of Children’s Centre, Youth Services and Family Resilience to integrated Family Hub model, saving £600,000.	Not approved	Approved	Approved and model in place by 1 May 2021	Approved and model in place by 1 April 2021	1 May 2021

#### **4. FINANCIAL DETAILS / VALUE FOR MONEY**

4.1 Whilst delivering a more targeted service for families, the proposed transformation, if approved, will reduce annual revenue costs by £600,000. This represents a 15% saving on the total costs of community and youth services.

4.2 While the implementation will not be complete until the start of May 2021, the savings being delivered for 2020/2021 will not be reduced further. Within the



current year 2020/21 there will be a non-delivery of budgeted saving of £450,000. This is already included in the month 6 financial reporting so there is no further impact reported.

4.3 Indicative severance costs have been updated and are estimated at £211,000 in the worst case. These are within the initial estimate included in the central transformation budget for 2020/21 that was set aside to fund on-off costs.

4.4 The table below sets out the financial implications of the preferred model compared to the current reported financial position.

<b>REVENUE COSTS</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

## **5. LEGAL IMPLICATIONS**

5.1 There is a range of legislation relating to children's centres with a number of specific legal conditions that must be followed. This information was included in full in the previous Cabinet report and can be found in appendix 4.

### **Consultation**

5.2 Section 5D of the 2006 Childcare Act states that local authorities must carry out consultation that they consider appropriate before any significant change is made to the service or any children's centres cease to be children's centres.

5.3 As set out in 8.16, our public consultation was informed by best practice learning from other local authorities who have been through a similar process, including colleagues from Kingston; legal advice was sought from RBWM and the Achieving for Children legal support; and we procured external expert consultant advice and guidance in relation to the consultation design and analysis of the findings. We published a range of background documents to help inform the consultation such as detailed explanation of the changes; frequently asked questions; case studies of what the service may look like in practice if the proposals were approved; and the draft equality impact assessment (documents included in appendix 2 (consultation documents) and 3 (EIA)).

5.4 The second stage of the public consultation was adapted to ensure residents were provided with the opportunity to participate given the circumstances of COVID-19 and the school summer holidays. This included extending the consultation period for a further six days; offering virtual drop in sessions for residents to ask questions which were published on the AfCInfo webpages (unfortunately there were no requests to take part); circulating a number of hard copies of the survey for residents to complete; providing a dedicated mailbox to enable comments and questions to be submitted; and directly emailing over 4,500 registered children's centre users to invite them to give their views.

5.5 We were also responsive to feedback received during the consultation. For example, at the request of a parent group we produced a short easy read version of the background document and then translated this into Urdu to enable our Pakistani residents to participate.

5.6 As set out in Section 8, we held 20 weeks of public consultation and attracted 687 responses. This included a significant number of responses from groups traditionally considered hard to reach (10.7% respondents said they or a member of their family have a disability; over half of respondents were from a BAME background; and 43.8% of respondents declared a household income under the average annual household income in the UK).

5.7 Section 8 demonstrates that the findings from the public consultation have shaped the final proposals with changes that have been made in response to the views we received. It also shows that overall, respondents were in favour of the new model.

5.8 Based on the information above, we are confident therefore that we have met Section 5D of the 2006 Childcare Act. This has been confirmed by the South London Partnership who provide Achieving for Children's legal advice.

### **De-designating children's centres**

5.9 In relation to the sufficiency duty, the Sure Start Children's Centres Statutory Guidance (2013) makes clear that the local authority should ensure that a network of children's centres is accessible to all families with young children in their area and within reasonable reach of all families with young children in urban and rural areas, taking into account distance and availability of transport and that centre services should be targeted at families at risk of poor outcomes through effective outreach services, based on analysis of local need. There is a presumption against closure of children's centres and where closure is proposed, the outcomes for children, particularly the most disadvantaged, should not be adversely affected. In determining arrangements locally the guiding considerations should be value for money and the ability to improve outcomes for all children and families, especially families in greatest need of support.

5.10 The proposals are built on the premise that the Family Hub Service model would deliver a more targeted service for families, with a strengthened focus on those most in need. Although we would reduce the number of sites we currently use, we would be able to provide services where they are needed most through outreach in community locations or in the home. For many families then, services would become more accessible as they would not necessarily be required to travel. We would also be continuing to use 12 existing sites which are spread across RBWM.

5.11 This aligns with the guidance that states that children's centre services may be provided on site or advice or assistance may be provided on gaining access to services elsewhere. The guidance confirms that children's centres are as much about making appropriate and integrated services available, as it is about providing premises in particular geographical areas. The core purpose of children's centres is to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in (1) child development and school readiness, (2) parenting aspirations and parenting skills and (3) child and family health and life chances. The proposed new model

would enable us to do this more effectively while maximising the early help resources available.

## 6. RISK MANAGEMENT

6.1 The table below sets out the key risks and the proposed mitigation relating to the preferred model:

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
Risk of families in need not being identified through universal provision.	Medium	The universal health visiting service will continue in order to identify families in need of support.	Lows
Risk of not meeting the savings targets through being tied into long lease notices or assets owned by RBWM.	High	Link with RBWM property company transformation.	Medium
Ensuring we gathered the views of the whole community during the consultation	High	The consultation methodology (set out in section 8) highlights the range of approaches that we used to ensure we engaged as much as possible and gathered the views of those that could be impacted. This included direct emails to all registered children's centre users and working with community and voluntary groups to publicise the consultation and the opportunity to participate.  We also translated the short easy read version of the	Medium

Risks	Uncontrolled risk	Controls	Controlled risk
		background document into Urdu and circulated hard copies of the survey to ensure some of our traditionally hard to reach communities were able to provide their views.	
Taking into account the COVID-19 circumstances when carrying out the second stage of consultation.	Medium	<p>As noted above, the consultation methodology (set out in section 8) highlights the range of approaches that were used to ensure we engaged as much as possible and gathered the views of those that could be impacted if the proposals were implemented. Advice and guidance from consultation experts- both internally and externally- have shaped this, taking into account the current COVID-19 situation.</p> <p>We were also responsive to feedback received during the consultation. For example, at the request of a parent group we produced a short easy read version of the background document and</p>	Low

Risks	Uncontrolled risk	Controls	Controlled risk
		extended the consultation period for a further six days to take into account the school summer holidays.	

## 7. POTENTIAL IMPACTS

### Equalities

7.1 A full equality impact assessment (EIA) has been drafted to assess the potential impact of the preferred model. This has been finalised and includes consultation findings. It is included in appendix 3.

7.2 The EIA has identified that overall the preferred model will have a positive impact across the protected characteristic groups as it would aim to

- improve accessibility for those most in need including those who are traditionally considered hard to reach;
- provide opportunities for disadvantaged children, young people and families to access provision that will contribute to increasing their equality of opportunity; and
- increase the engagement of children, young people and families who do not usually participate in the provision services.

7.3 However, the EIA does acknowledge that there is likely to be a negative impact on those users of universal provision delivered through children's centres services and the youth service. The intention is to mitigate this through actions such as:

- Providing more flexible services through outreach at alternative venues in the community.
- Working more closely with community and voluntary sector groups to identify any groups that could deliver sessions to replace the reduced universal activities, with support from AfC staff.
- Signposting young people or families who may no longer be able to access universal services to alternative providers such as those identified in the first stage of the consultation e.g. signposting users of Old Windsor Children's Centre to Old Windsor's 'Tiddlers and Toddlers' playgroup.

### Climate change/ sustainability

7.4 As noted in 3.21, one of the criteria we used to decide which sites we propose are no longer suitable for use includes those that do not meet the Council's climate priorities. If approved, the reduction in using those sites that are not energy efficient may have a positive impact in relation to climate change and sustainability.

### Data protection/ GDPR

7.5 We will review how we process personal data should the proposals be approved and will complete a Data Protection Impact Assessment.

## **8. CONSULTATION**

### **Findings from the public consultation**

8.1 Two public consultations have been undertaken as part of the development of the final proposals for the Family Hub Service.

8.2 In total, we have consulted for 20 weeks and have received 687 responses. This is a relatively strong response rate. By comparison, Buckinghamshire County Council received 752 responses to their own equivalent 12-week public consultation from a population approximately four times the size.

8.3 The initial consultation found that existing services were highly valued but that respondents felt that one to one support for families in crisis should be a priority. Over a third of respondents were in favour of the proposed aims for the Family Hub Service model- just less than a third were not in favour and a similar percentage were neutral.

8.4 The second stage of the consultation was shaped by, and built upon, the first stage of the consultation. It provided significantly more detail about what the proposed new service could look like and what changes this would mean to existing services.

8.5 Overall, the responses were positive about the proposals. The results show that the significant majority of respondents are in support of the proposed Family Hub Service model (64.6% agree or strongly agree compared to 18.8% that disagree or strongly disagree) and support the key principles that underpin it (85.2% agree with some or all of the key principles compared to 9.4% that said they disagree with some or all). This includes support for the flexible approach to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the priorities identified in the first stage of consultation.

8.6 Almost twice as many respondents agree (39.5% agree or strongly agree) with the proposals for which sites to retain and which to discontinue leases for than disagree (20.9% disagree or strongly disagree). The majority of respondents agree with the rationale we used to propose which sites to retain (73.3% agree or strongly agree compared to 5.0% that disagree or strongly disagree) and over half agree with the rationale for which sites are proposed to be discontinued (50.5% agree or strongly agree compared to 10.5% who said they disagree or strongly disagree).

8.7 In terms of the sites:

- Riverside Children's Centre emerges as the most popular site from the consultation in terms of usage and support for retaining it (55.4% of respondents said they had visited it in the last 12 months and 70.4% are in favour of retaining).

- Respondents support the proposals to retain each of the sites we have identified- that includes children’s centres, children’s centre satellite sites, and youth centres (for each site, those that agree/ strongly agree is higher than those that disagree/ strongly disagree).
- Respondents do not agree with all the proposals to discontinue leases on the whole, but for some sites there is a very small difference between those against and those who are in favour. For example, 21.0% are in favour of discontinuing the lease at Old Windsor, 21.6% are against, and 40.9% neither agree nor disagree.
- For all of the sites we have proposed discontinuing leases for, at least some respondents are in favour.
- With regard to discontinuing the lease at Eton Wick Youth Club, more respondents are in favour (24.2%) than are against (21.3%).
- Where we have proposed to discontinue leases, the biggest difference between those who disagree or strongly disagree compared to those who agree or strongly agree is for Larchfield Youth Club (36.0% disagree or strongly disagree compared to 16.0% agree or strongly agree); followed by Pinkney’s Green Children’s Centre (36.9% compared to 22.4%); and then Maidenhead Project Centre, Reform Road (31.0% compared to 16.6%). For each of these sites, around a third of respondents are neutral.
- In fact for each site, there is a large proportion of respondents who are neutral about the proposals, particularly when we have proposed to discontinue leases.

8.8 In terms of impact of the proposals, half of respondents do not think there will be a negative impact on them if the changes are implemented. However in answer to the specific question about impact, almost a third of respondents said they need more information to understand how they could be affected.

8.9 Both stages of the consultation engaged respondents from a range of backgrounds traditionally considered hard to reach including families with a family member with a disability, those from a BAME background, and families that have an annual household income less than the UK average.

### **First stage of public consultation**

8.10 Following approval at November 2019 Cabinet to undertake a public consultation on the transformation of our early help services into an integrated Family Hub Service model, a consultation process was undertaken. The consultation process sought to:

- Ascertain the views of the public on transforming early help services into integrated Family Hubs for 0-19 year olds.
- Ascertain the priorities of those likely to be most affected by the proposed changes.

8.11 RBWM residents were consulted on the proposed changes to the delivery of early help services through a variety of methods including a 12 week online survey and a number of public focus group sessions. 501 responses were received.

8.12 As part of the consultation, respondents were shown the proposed aims for its early help services and were asked whether they agreed. 36% confirmed that they did agree with the new family hub proposals set out, while 32% said they disagreed. 32% also stated that they were neutral or did not know.

8.13 Other suggestions for a remodelled delivery of services were invited. The key themes to emerge were:

- How highly regarded the early help services are and how many families consider them invaluable and rate the existing services delivered.
- The need to work more closely with existing charities and volunteer groups and key partners such as local schools.
- The importance of maintaining the focus on vulnerable groups including children and young people with disabilities; Black Asian and Minority Ethnic (BAME) support groups; those with mental health issues.
- The need to ensure all families are able to access provision and that services are delivered in an accessible way and publicised accordingly.
- The need to clearly define who services will be targeted at.
- Some willingness to accept charges for sessions if that means services can continue.
- Providing more of an offer for teenagers, particularly during school holidays.

8.14 When asked to prioritise areas where support should be targeted, the most common answer amongst respondents was 'one-to-one support for families in crisis', 'Positive parenting groups for parents to help manage their children's behaviour' and 'emotional wellbeing support for new parents' made up the top three. 'Drop-in youth groups in the community' was considered the least priority. More details of the first stage of consultation can be found in appendix 1.

## **Second stage of public consultation**

8.15 The first stage of the consultation aimed to get views on the strategic aims of the preferred Family Hub Service model. It was agreed at Cabinet on 25 June 2020 that further consultation was required about the detailed implementation of the model where there would be change to the current services of a specific children's centre or youth centre.

8.16 We sought advice and guidance from a number of sources to ensure our approach to the second stage of consultation was robust and comprehensive. This included:

- commissioning an early years and consultation expert from an external consultancy company to provide advice and guidance on the proposed consultation approach and methodology.
- seeking advice from other external consultation experts i.e. previous Non-Executive Independent Director on the Achieving for Children Board provided advice based on experience of delivering public consultation as part of an education consultancy.
- reviewing consultation approaches from other local authorities undertaking similar exercise to identify best practice. This included the Buckinghamshire County Council consultation relating to the transformation of early help services which was subject to Judicial Review but found to be lawful.
- discussions with colleagues in Achieving for Children operational area 1 who have undertaken a similar exercise about lessons learned, best approaches to



consultation i.e. engaging hard to reach families, including critical friend challenge of our proposed approach.

- review of the consultation approach by consultation experts in Achieving for Children operational area 1.
- review of consultation approach and methodology by RBWM Communications Team and support given for publicising the consultation when it was live.

8.17 The consultation methodology is set out in the table below. It was devised to take into account COVID-19 in terms of being unable to hold face to face sessions to discuss the proposals in children’s centre or youth centres, and the school summer holidays.

Method	Detail
Online survey for eight weeks	<p>We developed a survey setting out the background detail to the consultation; the proposals for the centres; and questions about centre usage and their views on the proposed action for each centre.</p> <p>We originally planned for the consultation to open for eight weeks. Based on feedback from parent groups about difficulties completing the survey while children were still on summer holidays, we extended by an additional six days from the 17 September to the 23 September to allow an extra weekend for it to be completed.</p>
AfCInfo internet page	<p>A specific page was set up for the consultation- this included:</p> <ul style="list-style-type: none"> <li>• Detailed background document.</li> <li>• Frequently Asked Questions.</li> <li>• Draft Equality Impact Assessments.</li> </ul> <p>The link to the survey is included on the page.</p> <p>Based on feedback from parent groups, we developed an easy read, shorter version of the background document to explain the changes and the implications more concisely. As part of this, we also developed a number of case studies demonstrating what the Family Hub Service could look like in practice.</p>
Social media	<p>AfC and RBWM websites and social media accounts were used to publicise the consultation with a link to the survey. This included both Twitter and Facebook.</p>
Dedicated inbox for questions, queries or comments	<p>A dedicated inbox (<a href="mailto:familyhubs@achievingforchildren.org.uk">familyhubs@achievingforchildren.org.uk</a>) was set up for the consultations. Residents were asked to send any questions or queries about the consultation here.</p> <p>Nine emails were received which included comments or questions. We provided a response to each of these and</p>

Method	Detail
	feedback has been included in the analysis of the consultation.
Virtual drop in sessions	<p>We arranged four virtual drop in sessions (1 hour) with dates advertised on the AfCInfo page- interested parties were asked to email the inbox to request an invite. The sessions were planned for:</p> <ul style="list-style-type: none"> <li>• Friday 7 August 2020 at 5pm until 6pm.</li> <li>• Friday 21 August 2020 at 1pm until 2pm.</li> <li>• Friday 4 September 2020 at 9am until 10am.</li> <li>• Monday 14 September 2020 at 3pm until 4pm.</li> </ul> <p>There were no emails to the inbox to request an invitation to any of the sessions.</p>
Direct email to registered children's centre users who have provided an email address	Registered children's centre users were emailed directly with a link to the survey to ask them to participate at the beginning of the consultation and in the last four weeks. This enabled us to directly contact over 4,500 local residents.
Direct email to PaCiP	We directly emailed PaCiP, the parent carer forum for RBWM who provide a service for parents and carers of children and young people 0-25 years, with any special educational needs and disabilities, with or without a diagnosis, with or without an EHCP and in any, or no educational placement). PaCiP then shared the information with all their members via social media.
Using RBWM regular communication mechanisms	<p>Information about the consultation was included in:</p> <ul style="list-style-type: none"> <li>• Resident newsletter;</li> <li>• Borough Bulletin; and</li> <li>• Members Update.</li> </ul> <p>A link to the survey was also emailed out to all registered library users as part of the libraries newsletter. This is emailed to more than 50,000 registered users in RBWM.</p>
Item in the schools bulletin	Information included in the schools bulletin which was sent out in September 2020 when the schools returned. The schools were asked to encourage pupils to participate.
Information included in AfC Staff News	The information was included in AfC's staff news for those staff who live in RBWM who use children's centres or youth centres, or who support families or young people that do.
Engaging young people that we support	Our youth workers were asked to individually engage with young people who use youth centres to encourage them to take part in the consultation.

<b>Method</b>	<b>Detail</b>
Directly email to local doctor surgeries and churches	Local doctor surgeries and churches were sent a direct email to ask for their help in distributing the link to the survey and asking them to complete it themselves.
Direct email to voluntary and community sector organisations and any other relevant groups	Direct emails were sent to 30 voluntary and community sector organisations and other relevant groups in the local area to ask for their help in distributing the link to the survey and asking them to complete it themselves. This included some parent groups and established support groups for traditionally hard to reach groups including those from the BAME community and children, young people and families with special educational needs and disabilities.
Awareness raising sessions with key stakeholder groups who may be considered hard to reach	<p>We informed a number of key stakeholder groups about the consultation and encouraged them to participate. For example, we liaised with the lead of the Asian Women's Group who then coordinated the distribution of information about the consultation. This included 70 copies of the easy read document that had been translated into Urdu that were shared with the local Pakistani population.</p> <p>Hard copies of the survey were also sent to local mosques, libraries, and existing sites. 117 were completed and returned.</p>
Universal health clinics	Universal health clinics recommenced in the second week in June 2020. Health visitors were asked to encourage attendees to complete the questionnaire.

### **Findings from the second stage of public consultation**

8.18 In total we received 186 responses to the online survey and a number of comments into the dedicated inbox. The key findings are summarised below. More detail can be found in appendix 1.

<b>Usage of current services</b>
<ul style="list-style-type: none"> <li>• Riverside Children's Centre is the most popular site with the respondents.</li> <li>• Most respondents said they go to children's centres or youth centres once or twice a week.</li> <li>• Most respondents who said they attend our sites said they either walk or drive. Only 5.9% said they take public transport.</li> </ul>
<b>Support for the proposals</b>
<ul style="list-style-type: none"> <li>• Almost two thirds of respondents either agree or strongly agree with the overall proposed Family Hub Service model. Less than a fifth disagree or strongly disagree.</li> </ul>

- Over four fifths of respondents said they agree with some or all of the key principles behind the proposed Family Hub Service model. Less than a tenth said they disagreed with some or all of them.
- Over two thirds of respondents agree or strongly agree with the proposal to adopt a flexible approach to delivery whereby the focus is more on delivering services where they are needed rather than at a single location. Less than a fifth of respondents disagree or strongly disagree with this.
- Nearly 90% of respondents agree or strongly agree with the priorities for early help services that were identified as part of the first stage of the consultation. Less than 2.0% disagree.

### **Proposed retention and discontinuing of leases at sites**

- Almost three quarters of respondents agree or strongly agree with the rationale we have proposed for deciding which sites to retain. Just 5.0% disagree or strongly disagree.
- Just over half of respondents agree or strongly agree with the rationale for deciding which sites to discontinue leases for. Just over 10.0% of respondents disagree or strongly disagree.
- Overall almost twice as many respondents agree or strongly agree with the proposals for which children's centres and youth centres to retain and which to discontinue leases for (39.5%) than disagree or strongly disagree (20.9%). Almost a third of respondents (27.7%) neither agree nor disagree.
- There is a high percentage of respondents who neither agree nor disagree with the proposals for each of the sites.
- For all the sites we have proposed to retain, there are more respondents that agree or strongly agree with the proposals than disagree or strongly disagree. Riverside Children's Centre is the most popular site to retain.
- For the majority of sites we have proposed to discontinue leases for, there are more respondents who disagree or strongly disagree than agree or strongly agree. However, for the proposals for the satellite children's centre sites and for Charters Youth Centre, a similar number of respondents agree or strongly agree or disagree or strongly disagree.
- In terms of children's centres, most respondents disagree or strongly disagree with the proposal to discontinue the lease at Pinkneys Green Children's Centre (36.9%) although 22.4% do agree or strongly agree with the proposals.
- In terms of youth centres, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Larchfield Youth Centre (36.0%) although 16.0% do agree or strongly agree with the proposal.
- In terms of other sites, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Maidenhead Project Centre, Reform Road (31.0%). 16.6% of respondents agree or strongly agree with the proposal.
- In terms of the impact of the proposals, over 50.0% of respondents said there would be no impact; that they would use new provision that is more local to them; or they would be happy to use another site. 16.7% said they wouldn't use the services as much in the future and may stop entirely; while 29.0% said they do know enough yet to understand the impact.
- For those who responded that they would stop using services or use them less in future, the most commonly selected answer as to why was that they

do not have enough information about the new way of delivering these services, such as from community venues. The next most commonly selected answer was that they do not believe the other locations will offer the services that are needed; followed by potential issues with travel if having to go further to other locations.

#### Details of respondents

- Most respondents are parents and carers; are aged between 25 and 49 years old; are female; and have children aged between 0 and 14 years old.
- 3.3% of respondents were children and young people aged under 16.
- 10.7% of respondents have a disability or a family member with a disability. This compares to 22.0% of the overall population of the UK that have a disability. This suggests the consultation has been reasonably successful engaging with families with a family member with a disability, who have traditionally been considered hard to reach.
- Over half of respondents are from a BAME background, with the majority being from a Pakistani background. Almost half of the respondents are also Muslim. The BAME population in RBWM is 22.0% so the survey respondents are more diverse than the overall population. As with disability, this suggests the consultation has engaged families from a BAME, who traditionally have been considered hard to reach.
- 43.8% of respondents declared a household income under £15,000 or between £15,001 and £30,000. The Office for National Statistics states that the average annual household income in March 2020 was £30,800. This therefore suggests that the consultation has engaged families with a lower than average household income who would be more likely to receive the targeted services.
- Almost all of the respondents are from Maidenhead or Windsor and live in the SL6 or SL4 postcode area.

#### Proposed changes based on the consultation

8.19 The consultation confirmed that overall there is support for the proposals for the Family Hub Service from those who responded. However, a number of areas of concern have emerged. These are addressed below with the action that has been proposed to resolve the issue.

Area of concern	Action
<p>Concern about the loss of services for all families and a desire to maintain all universal services.</p>	<p>There will be no changes to the universal health provision that is currently delivered if the proposals were agreed and implemented. This would mean that all families will continue to receive some level of service from the proposed Family Hub Service but as it represents a progressive universal approach the more services families need, the more they get.</p> <p>The proposals mean an end to the stay and play sessions currently accessible to all. However we will develop a directory of resources which will</p>

Area of concern	Action
	<p>include local organisations offering universal and targeted support. We are also updating our Local Offer website which will complement this directory. We will use these methods to signpost children, young people and families to the support they need in the wider community. The intention is to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic.</p>
<p>The importance of accessible and local provision with good parking on site.</p>	<p>In deciding what to propose for each existing site we set a number of criteria which included being well placed for transport or with good parking facilities.</p> <p>Although the proposal will mean a reduction in the current number of sites, the proposals to extend our outreach work and focus on delivering services in the community, rather than at a specifically designated children's centre or youth centre, will enable services to become more accessible to those vulnerable families who need support. For example, we will be able to deliver services in the home more for families who find it hard to travel to a site.</p> <p>Interestingly only a very small percentage of respondents said they use public transport- most either walk or drive.</p> <p>As there was feedback about parking issues with some of the sites, we will review the parking arrangements at any sites that are retained to identify if improvements can be made.</p>
<p>The need to work more closely with community and voluntary sector groups, although there is concern about these groups having sufficient capacity to meet need.</p>	<p>The proposal for the Family Hub Service already includes a commitment to strengthen working with community and voluntary sector groups.</p> <p>We will work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run universal sessions for children, young people and families. We will provide advice and guidance to enable them to establish sessions accessible by all. This could include supporting parents to deliver sessions and / or support themselves where possible.</p>

Area of concern	Action
	<p>As part of the second stage of consultation, we asked respondents to provide their details if they would be interested in delivering sessions. A number of respondents expressed interest in this so the intention will be to follow up on these.</p> <p>In terms of the concerns about the community and voluntary sector groups having capacity to deliver sessions, we will work alongside RBWM Council to identify opportunities to support local organisations. For example, the Council have proposed to provide space for a local community group at the Marlow Road site. We will seek other opportunities to join with the community and voluntary sector to widen the support provided to our families.</p>
<p>Available services could be promoted and marketed more effectively.</p>	<p>We will be reviewing our publicity materials and the marketing of our services whether the proposals for the Family Hub Service are agreed or not. It is clear from the consultation feedback that more can be done to ensure our residents are aware of the services that are available to them and how these services can be accessed. For example, in terms of understanding impact, just under a third of respondents to the consultation stated they do not have enough information to know about the new way of delivering these services, such as from community venues. Improved promotion and marketing of services would enable us to clearly demonstrate to our families how they can access the Family Hub Service in a range of locations and in a range of ways.</p> <p>If the proposals are agreed, we will create a clear Family Hub Service offer which will be marketed widely across RBWM and with our key partners to ensure that families who need support are aware of how to access it. This is in addition to the development of the directory of resources that has been mentioned previously.</p>
<p>Parenting programmes and stress management sessions are highly valued.</p>	<p>Parenting programmes and stress management sessions will continue to be delivered as part of the Family Hub Service model should it be agreed.</p> <p>We will also look to improve our online resources for families and this will likely include information about parenting and stress management.</p>

Area of concern	Action
<p>Services should be provided in a range of languages.</p>	<p>A number of our services are already provided in multiple languages. For example our Asian parenting programmes are delivered in mother-tongue. Also, the online Solihull parenting support resource is available in a number of languages including Polish, Urdu and Spanish. This will continue should the Family Hub Service proposal be agreed, particularly to ensure we are able to target families from a BAME background who may be experiencing difficulties. We already have a strong relationship with the Asian Women's Network and the intention will be to continue to work alongside the group to ensure our BAME communities are aware of the services on offer and can access help when it is needed.</p> <p>We worked closely with the Asian Women's Network as part of the second stage of the consultation to encourage their members to give their views. To achieve this we translated some of the background documents into Urdu and circulated this with hard copies of the survey. As a result, we received responses from a large number of residents from BAME backgrounds.</p>
<p>Concern about the consultation process, particularly in relation to the ongoing COVID-19 situation and the possible impact of this on the consultation.</p>	<p>We sought advice and guidance both internally and externally to ensure that the second stage of the consultation was sufficiently robust. To take into account the ongoing COVID-19 situation we provided a range of means for residents to engage in the consultation process. This is set out in section 8.</p> <p>We also extended the consultation period by additional six days to allow respondents further opportunity to give their views as one resident raised concerns about being able to complete the survey over the school summer holidays. The extended closing date of 23 September meant that children had been back at school for at least two weeks by the time the survey closed.</p> <p>We also adapted our consultation approach while it was ongoing in response to feedback i.e. developing a shorter easy read version of the background document and case studies setting out what the proposed service could look like in practice.</p>
<p>Post- consultation, RBWM Council have confirmed that</p>	<p>AfC will seek to retain use of some space at Marlow Road for Family Hub Service provision to</p>



Area of concern	Action
the Marlow Road Youth Centre site has been given to Maidenhead Community Centre as they have lost their existing site.	<p>ensure continuity of service for families. Discussions are already ongoing to this end.</p> <p>To mitigate the loss of the space, the proposal is to retain Maidenhead Project Centre, Reform Road as a sub-venue with the aim of increasing usage at the site i.e. evening and weekend Family Hub Service delivery. This will have an impact on the efficiency savings as £30,000 was allocated towards this based on the ceasing of the lease at the site.</p>

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 The full implementation stages are set out below:

Date	Details
26 November 2020	Cabinet considers the final report setting out the details of the implementation of the preferred model.
27 November 2020	AfC Board provided with an update on the RBWM proposed Family Hub Service model for implementation.
January 2021 (TBC)	Consultation with staff and Trade Unions to commence following approvals.
May 2021 (TBC)	Launch of new model
June 2021 (TBC)	Family Hub Service model fully operational.

## 10. APPENDICES

### Electronic only

- Appendix 1: Consultation Report
- Appendix 2: Stage 2 consultation key documents
- Appendix 3: Equality Impact Assessment
- Appendix 4: Previous legal implications

## 11. BACKGROUND DOCUMENTS

11.1 None.

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Stuart Carroll	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health	13/11/20	18/11/20
Cllr Ross McWilliams	Lead Member for Housing, Communications and Youth Engagement	13/11/20	18/11/20
Duncan Sharkey	Managing Director	13/11/20	18/11/20
Russell O'Keefe	Executive Director	13/11/20	
Adele Taylor	Executive Director/ S151 Officer	13/11/20	17/11/20
Elaine Browne	Head of Law	13/11/20	16/11/20
Mary Severin	Monitoring Officer	13/11/20	16/11/20
Nikki Craig	Head of HR, Corporate Projects and IT	13/11/20	
Louisa Dean	Communications	13/11/20	
Kevin McDaniel	Director of Children's Services	13/11/20	13/11/20
Hilary Hall	Director- Adults, Commissioning and Health	13/11/20	16/11/20
Karen Shepherd	Head of Governance	13/11/20	16/11/20

## REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision.	No .	No
Report Author:  Rachael Park-Davies, Community Services Manager  Phone: 07825 754435		

# **Proposed Family Hub Service Public Consultation Findings September 2020**

## **Background to the consultation and overall consultation findings**

Two public consultations have been undertaken as part of the development of the final proposals for the Family Hub Service.

In total, we have consulted for 20 weeks and have received 687 responses. This is a relatively strong response rate. By comparison, Buckinghamshire County Council received 752 responses to their own equivalent 12-week public consultation from a population approximately four times the size.

The initial consultation found that existing services were highly valued but that respondents felt that one to one support for families in crisis should be a priority. Over a third of respondents were in favour of the proposed aims for the Family Hub Service model- just less than a third were not in favour and a similar percentage were neutral.

The second stage of the consultation was shaped by, and built upon, the first stage of the consultation. It provided more significantly more detail about what the proposed new service could look like and what changes this would mean to existing services.

Overall, the responses were positive about the proposals. The results show that the significant majority of respondents are in support of the proposed Family Hub Service model and agree with the key principles that underpin it. This includes support for the flexible approach to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the priorities identified in the first stage of consultation.

Almost twice as many respondents agree with the proposals for which sites to retain and which to discontinue leases for than disagree. The majority of respondents agree with the rationale we used to propose which sites to retain and over half agree with the rationale for which sites propose to discontinue sites for.

Riverside Children's Centre emerges as the most popular site from the consultation in terms of usage and support for retaining it. Respondents support the proposals to retain all the sites we have identified. Respondents do not agree with all the proposals to discontinue leases, however for each site we have proposed to discontinue the lease for, there are some respondents who are in favour. It is also worth noting that for some children's centre

satellite sites and youth centres, there is a similar percentage who agree and disagree with the proposal to discontinue the lease. There is also a large proportion of respondents who are neutral about the proposals for each site.

In terms of impact of the proposals, half of respondents do not think there will be a negative impact on them if the changes are implemented. However, almost a third of respondents said they need more information to understand the potential impact.

Both stages of the consultation engaged respondents from a range of backgrounds traditionally considered hard to reach including families with a family member with a disability, those from a BAME background, and families that have an annual household income less than the UK average.

## First stage of consultation

### Details of the consultation

The first stage of consultation took place between January and March 2020 over 12 weeks.

RBWM residents were consulted on the proposed changes to the delivery of early help services through a variety of methods:

- A 12-week online survey, which launched on Monday 6 January 2020 and closed on Monday 30 March 2020. Paper copies of the survey were made available at libraries and current early help service sites. Paper copies submitted made up approximately 10% of the overall survey.
- 6 public focus group sessions held at Children’s and Youth Centres across the Royal Borough. It is worth noting that a seventh session was planned to take place in South Ascot on 18 March 2020, but due to the COVID-19 pandemic this had to be cancelled. The list of sessions that were held is below:
  - Woodlands Park Children’s Centre (13 January 2020);
  - Windsor Youth Talk (21 January 2020);
  - Pinkneys Green Youth & Community Centre (3 February 2020);
  - Datchet Children’s Centre (8 February 2020);
  - Riverside Children’s Centre (22 February 2020); and
  - The Manor, Dedworth (4 March 2020)

### Consultation results

During the 12-week consultation, 501 responses were received. This number takes into account paper copy responses. This is a relatively strong response rate. By comparison, Buckinghamshire County Council received 752 responses to their own equivalent 12-week public consultation from a population approximately four times the size.

In addition to the online questionnaire, we held six public consultation focus groups and two staff workshops. While most respondents recognised the need to prioritise one to one support for our most vulnerable families, there were concerns about how other families would find other support.

The vast majority (88%) of responders to the survey identified themselves as female within the age range of 25-49 years (80%). 84% described themselves as 'parent/carers' with most (60%) having children under the age of 5. Over three-quarters (79%) were based in Windsor or Maidenhead towns with 42% of respondents declaring a household income of £30,000 or less which is lower than the median annual UK salary of £30,350. 27% declared a household income of over £60,000 a year.

83% of responders confirmed that they had accessed one of the available family services within the last 12 months. Children's centres and parenting support services were the most regularly accessed with 48% saying they accessed these at least once a week. The sites where responders had accessed these services from was mixed, but Riverside Children's Centre in Maidenhead appeared to be the most well-used with almost a third (32%) having attended a session there within the last year.

When respondents were asked to state the maximum amount they would be willing to pay to attend a children's centre or youth centre session, the majority (37%) said they would be willing to spend up to £3. Over a quarter (28%) said they would be willing to spend up to £1.50 and 15% said up to a maximum of £5.00. 20% stated that they would not want to pay any sum to attend a session.

As part of the consultation, respondents were shown the proposed aims for its early help services and were asked whether they agreed. 36% confirmed that they did agree with the new family hub proposals set out, while 32% said they disagreed. 32% also stated that they were neutral or did not know.

Other suggestions for a remodelled delivery of services were invited. The key themes to emerge were:

- How highly- regarded the early help services are and how many families consider them invaluable and rate the existing services delivered.
- The need to work more closely with existing charities and volunteer groups and key partners such as local schools.
- The importance of maintaining the focus on vulnerable groups including children and young people with disabilities; Black Asian and Minority Ethnic (BAME) support groups; those with mental health issues.
- The need to ensure all families are able to access provision and that services are delivered in an accessible way and publicised accordingly.
- The need to clearly define who services will be targeted at.
- Some willingness to accept charges for sessions if that means services can continue.
- Providing more of an offer for teenagers, particularly during school holidays.

When asked to prioritise areas where support should be targeted, the most common answer amongst respondents was ‘one-to-one support for families in crisis’. ‘Positive parenting groups for parents to help manage their children’s behaviour’ and ‘emotional wellbeing support for new parents’ made up the top three. ‘Drop-in youth groups in the community’ was considered the least priority.

There was a noticeably low response from users of the youth centres. Only 12% of responders said they had accessed a youth service session in the past year and only 8% said they used them on a weekly basis. The most well-attended youth centre by participating responders was Windsor Youth Club.

Respondents were asked to list what other groups or sessions in the community they and their families attended. The below lists a summary of their answers and whether we would expect them to continue if we were to implement the preferred model.

Alternative groups/ sessions attended	Would this be retained with the preferred model?
National Childbirth Trust (NCT) sessions.	Yes.
Baby sensory, baby yoga, baby massage.	Yes.
Church sessions, e.g. baby, toddler and youth groups.	Yes.
Library sessions, e.g. rhyme time, story time and sing-a-longs.	Yes.
Scouts, guides, cubs, beavers, brownies and rainbows.	Yes.
Army, sea and air cadets.	Yes.
Music groups, e.g. Bilinguasing, Diddy Disco, Moo Music, Teddies Music.	Yes.
Sports clubs, e.g. Maidenhead United, Puddleducks swimming, Phoenix Gym.	Yes.
Hartbeeps.	Yes.
Birth matters.	Yes.
Norden Farm.	Yes.
Tumbletots.	Yes.

### Focus Group Sessions

Six public consultation meetings were held at various venues and at different times of the week and day to maximise accessibility. Social media, print media and poster campaigns were undertaken to advise service users, stakeholders and residents to partake in the survey or attend a public meeting.

The key themes to emerge can be summarised in terms of concerns and priorities. The tables below set out the concerns and priorities and our response to them.

**Concerns:**

Concerns	Response
Reduction of universal services will make early help difficult if families only get support when they are already having issues.	<p>The universal health visiting service will continue in its entirety i.e. five mandated contacts in the first three years via the Health Child Programme so issues can be identified within all families.</p> <p>There are robust links with schools and other voluntary agencies who already refer families in to early help services.</p>
Danger of labelling or stigmatising families if all have a targeted service.	<p>All families will continue to access the Health Child Programme via the Family Hubs not just those that are targeted.</p> <p>In addition, the new preferred model would be based on a progressive universal service- this means that everyone gets some level of service but the more service you need, the more you get.</p>
Most children’s centres groups are well attended, meaning that families value service.	The proposals to retain existing children’s centres as part of the Family Hub model have been made based on a range of criteria including those that are well-used.
Potential loss of outdoor education and natural environment experiences i.e. Nature Play.	Nature Play at the current Riverside Children’s Centre would continue as a targeted service.
Risk of isolation for families/ Increased risk of postnatal depression due to isolation.	<p>The universal health visiting service will identify families new to the area or at risk of isolation and refer to targeted services.</p> <p>One of the mandated health visiting contacts is completed at six to eight weeks where every mother is screened for postnatal illness.</p>
Reduction of buildings-decrease accessibility for those unable to drive/ Poor public transport in area.	<p>One of the criteria for retaining buildings is that they are close to public transport i.e. train stations.</p> <p>In addition, the preferred model would continue to allow families who need a service to receive it at home.</p>

Stay and Play sessions offer informal support to parents.	We would maintain links with local community groups with the aim of ensuring that the informal support to parents would continue to be offered i.e. for community playgroups seeking support about parenting, we would offer information and advice.
Reduction in funding for voluntary sector i.e. Family Friends.	We would maintain close connections to the voluntary sector to ensure maximum use of limited resources.
Non Council play sessions or music groups can be expensive.	We would support targeted families to access play sessions or music groups if necessary.
Waiting times for CAMHS and Wellbeing services.	We would continue to work closely with CAMHS transformation work in order to reduce wait times.
Losing well trained and experienced staff.	Although there would be a reduction in staffing, the new model would aim to retain the experience, talent and skills of the existing workforce.
Provision for army families.	The provision for army families would be retained.

#### Priorities:

Priorities	Response
Maintain health visitor clinics in Children's Centres including breastfeeding support.	This would be retained in the preferred model.
Keep supporting children, young people or families most in need with home visits on a one to one basis.	This would be retained in the preferred model.
Link with voluntary sector and keep a central directory of all community groups, i.e. those run from churches, or by parents.	This would be retained in the preferred model and we would look to further develop the directory of local resources to share with families.
Keep targeted groups, i.e. Freedom, Esteem.	This would be retained in the preferred model.
Continue supporting children with additional needs.	This would be retained in the preferred model.
More support for children excluded from school or at risk of exclusion.	This would be retained in the preferred model.
Keep parenting courses going.	We would offer targeted families parenting courses as part of the new preferred model.



Use more volunteers.	We would continue to use volunteers and aim to strengthen links further with the community and voluntary sector.
Keep links with the rest of children’s social care.	The existing strong links with children’s social care would be maintained in the preferred model.
Keep mental health and wellbeing support, i.e. Emotional first aid for parents.	This would be retained in the preferred model.
Consider families who live in rural areas with limited public transport.	Targeted outreach services would be available if needed. There would be potential to do pop up drop in groups if need was identified.
Keep access to early learning opportunities.	We would link to other locally delivered early learning opportunities and continue to target children entitled to two and three year old funding to ensure they are able to access these opportunities.  Home learning outreach would continue to be offered through our parents as first teachers to families depending on need.
Consider BAME groups.	We would prioritise the support we currently provide to BAME groups through outreach i.e. parenting groups in the mosque.

The findings from the consultation were used to shape the final preferred model which is presented in this report. Furthermore, these findings and the findings from the second stage of consultation (if approved), would be used to finalise the whole of the model to ensure it reflects public opinion as far as is possible.

## Second stage of the consultation

### Details of the consultation

Between 17 July and the 23 September 2020, we carried out a second public consultation to ask for views on our proposed Family Hub Service model. The proposed model would bring together services being run by children’s centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need, coordinated from one Family Hub.

We sought advice and guidance from a number of sources to ensure our approach to the second stage of consultation was robust and comprehensive. This included:

- commissioning an early years and consultation expert from an external consultancy company to provide advice and guidance on the proposed consultation approach and methodology.
- seeking advice from other external consultation experts i.e. previous Non-Executive Independent Director on the Achieving for Children Board provided advice based on experience of delivering public consultation as part of an education consultancy.
- reviewing consultation approaches from other local authorities undertaking similar exercise to identify best practice. This included the Buckinghamshire County Council consultation relating to the transformation of early help services which was subject to Judicial Review but found to be lawful.
- discussions with colleagues in Achieving for Children operational area 1 who have undertaken a similar exercise about lessons learned, best approaches to consultation i.e. engaging hard to reach families, including critical friend challenge of our proposed approach.
- review of the consultation approach by consultation experts in Achieving for Children operational area 1.
- review of consultation approach and methodology by RBWM Communications Team and support given for publicising the consultation when live.

The consultation methodology is set out in the table below. It was devised to take into account COVID-19 in terms of being unable to hold face to face sessions to discuss the proposals in children’s centre or youth centres, and the school summer holidays.

Method	Detail
Online survey for eight weeks	<p>We developed a survey setting out the background detail to the consultation; the proposals for the centres; and questions about centre usage and their views on the proposed action for each centre.</p> <p>We originally planned for the consultation to open for eight weeks. Based on feedback from parent groups about difficulties completing the survey while children were still on summer holidays, we extended by an additional six days from the 17 September to the 23 September to allow an extra weekend for it to be completed.</p>
AfCInfo internet page	<p>A specific page was set up for the consultation- this included:</p> <ul style="list-style-type: none"> <li>● Detailed background document.</li> <li>● Frequently Asked Questions.</li> <li>● Draft Equality Impact Assessments.</li> </ul> <p>The link to the survey is included on the page.</p> <p>Based on feedback from parent groups, we developed an easy read, shorter version of the background document to explain the changes and the implications more concisely. As part of this, we also developed a number of case studies demonstrating what the Family Hub Service could look like in practice.</p>

Social media	AfC and RBWM websites and social media accounts were used to publicise the consultation with a link to the survey. This included both Twitter and Facebook.
Dedicated inbox for questions, queries or comments	<p>A dedicated inbox (<a href="mailto:familyhubs@achievingforchildren.org.uk">familyhubs@achievingforchildren.org.uk</a>) was set up for the consultations. Residents were asked to send any questions or queries about the consultation here.</p> <p>Nine emails were received which included comments or questions. We provided a response to each of these and feedback has been included in the analysis of the consultation.</p>
Virtual drop in sessions	<p>We arranged four virtual drop in sessions (1 hour) with dates advertised on the AfCInfo page- interested parties were asked to email the inbox to request an invite. The sessions were planned for:</p> <ul style="list-style-type: none"> <li>● Friday 7 August 2020 at 5pm until 6pm.</li> <li>● Friday 21 August 2020 at 1pm until 2pm.</li> <li>● Friday 4 September 2020 at 9am until 10am.</li> <li>● Monday 14 September 2020 at 3pm until 4pm.</li> </ul> <p>There were no emails to the inbox to request an invitation to any of the sessions.</p>
Direct email to registered children's centre users who have provided an email address	Registered children's centre users were emailed directly with a link to the survey to ask them to participate at the beginning of the consultation and in the last four weeks. This enabled us to directly contact over 4,500 local residents.
Direct email to PaCiP	We directly emailed PaCiP, the parent carer forum for RBWM who provide a service for parents and carers of children and young people 0-25 years, with any special educational needs and disabilities, with or without a diagnosis, with or without an EHCP and in any, or no educational placement. PaCiP then shared the information with all their members via social media.
Using RBWM regular communication mechanisms	<p>Information about the consultation was included in:</p> <ul style="list-style-type: none"> <li>● Resident newsletter;</li> <li>● Borough Bulletin; and</li> <li>● Members Update.</li> </ul> <p>A link to the survey was also emailed out to all registered library users as part of the libraries newsletter. This is emailed to more than 50,000 registered users in RBWM.</p>
Item in the schools bulletin	Information included in the schools bulletin which was sent out in September 2020 when the schools returned. The schools were asked to encourage pupils to participate.

Information included in AfC Staff News	The information was included in AfC's staff news for those staff who live in RBWM who use children's centres or youth centres, or who support families or young people that do.
Engaging young people that we support	Our youth workers were asked to individually engage with young people who use youth centres to encourage them to take part in the consultation.
Directly email to local doctor surgeries and churches	Local doctor surgeries and churches were sent a direct email to ask for their help in distributing the link to the survey and asking them to complete it themselves.
Direct email to voluntary and community sector organisations and any other relevant groups	Direct emails were sent to 30 voluntary and community sector organisations and other relevant groups in the local area to ask for their help in distributing the link to the survey and asking them to complete it themselves. This included some parent groups and established support groups for traditionally hard to reach groups including those from the BAME community and children, young people and families with special educational needs and disabilities.
Awareness raising sessions with key stakeholder groups who may be considered hard to reach	We informed a number of key stakeholder groups about the consultation and encouraged them to participate. For example, we liaised with the lead of the Asian Women's Group who then coordinated the distribution of information about the consultation. This included 70 copies of the easy read document that had been translated into Urdu that were shared with the local Pakistani population.  Hard copies of the survey were also sent to local mosques, libraries, and existing sites. 117 were completed and returned.
Universal health clinics	Universal health clinics recommenced in the second week in June 2020. Health visitors were asked to encourage attendees to complete the questionnaire.

This report presents the findings from the second stage of the consultation. The majority of the information is gathered from the online survey but other feedback received has also been incorporated.

## Consultation results

The main findings from the second stage of consultation are set out below. This incorporates feedback via the online survey but also feedback sent directly to the dedicated inbox set up for the consultation period. In total we received 186 responses to the survey and seven emails with feedback.

### **Overall findings**

The significant majority of respondents are in support of the proposed Family Hub Service model and agree with the key principles that underpin it. This includes support for the flexible approach

to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the priorities identified in the first stage of consultation.

Almost twice as many respondents agree with the proposals for which sites to retain and which to discontinue leases for than disagree. The majority of respondents agree with the rationale we used to propose which sites to retain and over half agreeing with the rationale for which sites propose to discontinue sites for.

Riverside Children’s Centre emerges as the most popular site from the consultation in terms of usage and support for retaining it. Respondents support the proposals to retain all the sites we have identified. Generally respondents do not agree with the proposals to discontinue leases, although there are a number of respondents in favour of doing this for all the sites, and for some children’s centre satellite sites and youth centres, there is a similar percentage agreeing and disagreeing. There is also a large proportion of respondents who are neutral about the proposals for each site.

In terms of impact of the proposals, half of respondents do not think there will be a negative impact on them if the changes are implemented. However, almost a third of respondents said they need more information to understand the potential impact.

The consultation engaged respondents from a range of backgrounds traditionally considered hard to reach including families with a family member with a disability, those from a BAME background, and families that have an annual household income less than the UK average.

#### ***Usage of current services***

- Riverside Children’s Centre is the most popular site with those that responded.
- Most respondents that attend children’s centres or youth centres go once or twice a week.
- Most respondents that attend our sites either walk or drive. Only 5.9% said they take public transport.

#### ***Support for the proposals***

- Almost two thirds of respondents either agree or strongly agree with the overall proposed Family Hub Service model. Less than a fifth disagree or strongly disagree.
- Over four fifths of respondents said they agree with some or all of the key principles behind the proposed Family Hub Service model. Less than a tenth said they disagreed with some or all of them.
- Over two thirds of respondents agree or strongly agree with the proposal to adopt a flexible approach to delivery whereby the focus is more on delivering services where they are needed rather than at a single location. Less than a fifth of respondents disagree or strongly disagree with this.
- Nearly 90% of respondents agree or strongly agree with the priorities for early help services that were identified as part of the first stage of the consultation. Less than 2.0% disagree.

#### ***Proposed retention and discontinuing of leases at sites***

- Almost three quarters of respondents agree or strongly agree with the rationale we have proposed for deciding which sites to retain. Just 5.0% disagree or strongly agree.

- Just over half of respondents agree or strongly agree with the rationale for deciding which sites to discontinue leases for. Just over 10.0% of respondents disagree or strongly disagree.
- Overall almost twice as many respondents agree or strongly agree with the proposals for which children’s centres and youth centres to retain and which to discontinue leases for (39.5%) than disagree or strongly disagree (20.9%). Almost a third of respondents (27.7%) neither agree nor disagree.
- There is a high percentage of respondents who neither agree nor disagree with the proposals for each of the sites.
- For all the sites we have proposed to retain, there are more respondents that agree or strongly agree with the proposals than disagree or strongly agree. Riverside Children’s Centre is the most popular site to retain.
- For the majority of sites we have proposed to discontinue leases for, there are more respondents that disagree or strongly disagree than agree or strongly agree. However, for the proposals for the satellite children’s centre sites and for Charters Youth Centre, a similar number of respondents agree or strongly agree or disagree or strongly disagree.
- In terms of children’s centres, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Pinkney’s Green Children’s Centre (36.9%) although 22.4% do agree or strongly agree with the proposals.
- In terms of youth centres, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Larchfield Youth Centre (36.0%) although 16.0% do agree or strongly agree with the proposal.
- In terms of other sites, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Maidenhead Project Centre, Reform Road (31.0%). 16.6% of respondents agree or strongly agree with the proposal.
- In terms of the impact of the proposals, over 50.0% of respondents said there would be no impact; that they would use new provision that is more local to them; or they would be happy to use another site. 16.7% said they wouldn’t use the services as much in the future and may stop entirely; while 29.0% said they do know enough yet to understand the impact.
- For those who responded that they would stop using services or use them less in future, the most commonly selected answer as to why was that they do not have enough information about the new way of delivering these services, such as from community venues. The next most commonly selected answer was that they do not believe the other locations will offer the services that are needed; followed by potential issues with travel if having to go further to other locations.

***Details of respondents***

- Most respondents are parents and carers; are aged between 25 and 49 years old; are female; and have children aged between 0 and 14 years old.
- 3.3% of respondents were children and young people aged under 16.
- 10.7% of respondents have a disability or a family member with a disability. This compares to 22.0% of the overall population of the UK that have a disability. This suggests the consultation has been reasonably successful engaging with families with a family member with a disability, who have traditionally been considered hard to reach.
- Over half of respondents are from a BAME background, with the majority being from a Pakistani background. Almost half of the respondents are also Muslim. The BAME population in RBWM is 22.0% so the survey respondents are more diverse than the overall population. As with disability, this suggests the consultation has engaged families from a BAME, who traditionally have been considered hard to reach.

- 43.8% of respondents declared a household income under £15,000 or between £15,001 and £30,000. The Office for National Statistics states that the average annual household income in March 2020 was £30,800. This therefore suggests that the consultation has engaged families with a lower than average household income who would be more likely to receive the targeted services.
- Almost all of the respondents are from Maidenhead or Windsor and live in the SL6 or SL4 postcode area.








### ***Themes to emerge from the consultation***













There are a number of key themes that emerge from the consultation responses. These are:

- Concern about the loss of services for all families and a desire to maintain all universal services.
- The importance of accessible and local provision with good parking on site.
- The need to work more closely with community and voluntary sector groups, although there is concern about these groups having sufficient capacity to meet need.
- Available services could be promoted and marketed more effectively.
- Parenting programmes and stress management sessions are highly valued.
- Services should be provided in a range of languages.
- Concern about the consultation process, particularly in relation to the ongoing COVID-19 situation and the possible impact of this on the consultation.

## **Detailed analysis**

### **Section 1: Recent use of the children's centres and youth centres**

<b>1. Which of the following centres and sites have you used in the past 12 months? Please select as many as you have visited.</b>			
			<b>Response Percent</b>
1	Datchet Children's Centre		5.95%
2	Eton Wick Children's Centre		1.19%
3	Larchfield Children's Centre		11.90%
4	Manor Children's Centre/ Youth Centre		13.10%
5	Pinkneys Green Children's Centre/ Youth Centre		14.29%
6	Poppies Children's Centre		11.31%
7	Riverside Children's Centre		55.36%

8	The Lawns Children's Centre		10.71%
9	Woodlands Park Village Centre Children's Centre		8.33%
10	Low Ropes Activity Course at Beech Lodge		0.00%
11	Maidenhead Nursery School		15.48%
12	Old Windsor		4.17%
13	South Ascot		0.60%
14	Wraysbury Village Hall		1.19%
15	Charters Youth Centre		0.00%
16	Datchet Youth Centre		2.38%
17	Eton Wick Youth Centre		0.00%
18	Larchfield Youth Centre		4.76%
19	Marlow Road Youth Centre		11.90%
20	Windsor Youth Centre		21.43%
21	Maidenhead Project Centre, Reform Road		13.69%
22	Outdoor provision in Hurley		0.60%
















### Analysis


Respondents were asked which centres they had used over the past 12 months. The most commonly selected sites were Riverside Children's Centre (55.4%); Windsor Youth Centre (21.4%); and Maidenhead Nursery School (15.5%).

No respondents said that they had used Charters Youth Centre (0.0%); Eton Wick Youth Centre (0.0%); or the Low Ropes Activity Course at Beech Lodge (0.0%).

**2. Which of the following centres and sites have you used the most in the past 12 months? Please select just one.**



			<b>Response Percent</b>
1	Datchet Children's Centre		3.60%
2	Eton Wick Children's Centre		0.00%
3	Larchfield Children's Centre		0.72%
4	Manor Children's Centre/ Youth Centre		4.32%
5	Pinkneys Green Children's Centre/ Youth Centre		7.19%
6	Poppies Children's Centre		2.88%
7	Riverside Children's Centre		36.69%
8	The Lawns Children's Centre		4.32%
9	Woodlands Park Village Centre Children's Centre		2.16%
10	Low Ropes Activity Course at Beech Lodge		0.00%
11	Maidenhead Nursery School		4.32%
12	Old Windsor		2.16%
13	South Ascot		0.72%
14	Wraysbury Village Hall		0.00%
15	Charters Youth Centre		0.00%
16	Datchet Youth Centre		0.72%
17	Eton Wick Youth Centre		0.00%
18	Larchfield Youth Centre		1.44%
19	Marlow Road Youth Centre		10.07%
20	Windsor Youth Centre		6.47%

21	Maidenhead Project Centre, Reform Road		12.23%
22	Outdoor provision in Hurley		0.00%






### Analysis

Respondents were asked to select which site they had used most over the past 12 months.

The most used sites in the last 12 months were Riverside Children’s Centre (36.7%); Maidenhead Project Centre, Reform Road (12.2%); and Marlow Road Youth Centre (10.1%).

No respondents said they had used services at Eton Wick Children’s Centre; Low Ropes Activity Course at Beech Lodge; Wraysbury Village Hall; Charters Youth Centre; Eton Wick Youth Centre; and Outdoor provision in Hurley.



### 3. How often do you visit the site you selected in the previous question?




			Response Percent
1	3-4 times per week		14.62%
2	1-2 times per week		43.27%
3	2-4 times per month		18.71%
4	Once a month		11.70%
5	Less than once a month		11.70%

### Analysis

The majority of respondents (57.9%) said they attend sites either three to four times a week (14.6%) or one to two times per week (43.3%).

### 4. How do you usually travel to the children’s centre or youth centre that you use most often?

			Response Percent
1	Walk		51.46%
2	Cycle		0.58%







3	By public transport - bus		5.26%
4	By public transport - train		0.58%
5	By car		42.11%
6	Other (please specify):		0.00%

### Analysis

The majority of respondents said they walk to their children’s centre or youth centre (51.5%) or drive in a car (42.1%). Only 5.9% said they take public transport.

## 3. Section 2 - Proposed Family Hub Service

### 5. To what extent do you agree with the overall proposed Family Hub Service model as set out in the background document?

			Response Percent
1	Strongly agree		24.31%
2	Agree		40.33%
3	Neither agree nor disagree		15.47%
4	Disagree		12.71%
5	Strongly disagree		6.08%
6	Don't know		1.10%

### Analysis

64.6% of respondents either agree (40.3%) or strongly agree (24.3%) with the overall proposed Family Hub Service model. 18.8% either disagree (12.7%) or strongly disagree (6.1); 15.5% neither agree nor disagree; and 1.1% don’t know.

### 6. To what extent do you agree with these key principles?

			Response Percent
1	Agree with all points		37.91%

2	Agree with some points		47.25%
3	Neither agree nor disagree		4.95%
4	Disagree with some points		7.69%
5	Disagree with all points		1.65%
6	Don't know		0.55%

## Analysis

85.2% of respondents said they agree with all of the key principles (37.9%) or some of them (47.3%).







9.4% said they disagree with all the key principles (1.7%) or disagree with some of them (7.7%).

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Significant concern about a lack of support for all families	<ul style="list-style-type: none"> <li>• These things are important, but so many families would miss out on much needed lower level support if the proposed changes go ahead.</li> <li>• I think although it appears to be more inclusive that actually people would fall through the cracks and not get the support they require.</li> <li>• Only dedicating services to or only prioritising those 'who need it' means the rest of us will be left out. Being able to join ad hoc or when you need help as a mum without anything being seriously wrong is very helpful.</li> <li>• You seem to have missed the point of universal services. As drop ins these are not as stigmatised as targeted help which means many families that wouldn't ask for help attend and get the support they need anyway, be that from community support by meeting mums in similar situations or by accepting offered help which a Nursery nurse or AfC support worker might identify at a drop in session.</li> </ul>
Concern about lack of capacity in the community/ voluntary sector to replace any groups that come	<ul style="list-style-type: none"> <li>• I don't believe volunteer groups are going to deliver the sessions you're losing by</li> </ul>

to an end	getting rid of the stay and play sessions and nurture groups.
Positive support for the proposals- particularly in relation to the proposed triaging system	<ul style="list-style-type: none"> <li>• Yes I do agree with all the points I think, it will make it a bit quicker and easier for people.</li> <li>• Having a system in place so that all organisations are able to access the history and current issues for all people is essential to allowing further help to be resourced without the stress of being 'lost in the system' at first point and no help being achieved.</li> </ul>
Importance of parenting programmes/ stress management sessions	<ul style="list-style-type: none"> <li>• Parenting programme and stress management are very useful.</li> </ul>

**7. More specifically, to what extent do you agree with the following priority: Adopting a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location. This means some services would be delivered at the designated hubs but other services would be delivered via outreach in collaboration with partners and the community. This could be in people's homes or in other community venues already used by children, young people and families across the borough.**

			Response Percent
1	Strongly agree		25.14%
2	Agree		43.58%
3	Neither agree nor disagree		12.85%
4	Disagree		13.97%
5	Strongly disagree		3.91%
6	Don't know		0.56%

### Analysis


68.7% of respondents said they agree (43.6%) or strongly agree (25.1%) with the priority to adopt a flexible approach to delivery whereby the focus is more on delivering services where they are needed rather than at a single location.





17.9% said they disagree (14.0%) or strongly disagree (3.9%).

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Significant concern about a loss of support for all families	<ul style="list-style-type: none"> <li>• I think people are going to be missing out. You are going to target priority cases but other less severe but still needy cases are going to fall through the cracks where they would access a community service.</li> <li>• I agree it's good to target resources and deliver from a hub but I have concerns that families who have not been previously identified as needing help might fall through the net.</li> <li>• The purpose of children's centres is to be physical locations accessible to all - not just those most "in need", but universally to ALL residents. It is not another form of social services per se (as described in the hub model), rather it is a PLACE to socialise and learn with others.</li> </ul>
Importance of accessible and local provision	<ul style="list-style-type: none"> <li>• We are used to the locations and the people. It takes time to build trust and support.</li> <li>• People will not know about them. They need to be in a regular place at a regular time.</li> <li>• If you do not have clearly identified open facilities for people to just attend people may not know where to go to find assistance, and some do not want to ask - some need for assistance is identified by observation at these venues where individuals would not have actively sought/requested help otherwise. By removing venues you risk more people slipping through the net...</li> </ul>
Flexibility of service delivery in the proposal is positive	<ul style="list-style-type: none"> <li>• Delivery of services in homes would be more appreciated and more personalised.</li> <li>• I'm not too worried which centre I go to as I can walk or drive as required. It makes much more sense to offer more flexible service in order to allow you to make better use of the building &amp; people resources.</li> </ul>

**8. To what extent do you agree with the priorities for early help services that were identified as part of the first stage of the consultation? These are: One to one support for families in crisis. Positive parenting groups for parents to help manage their children's behaviour. Emotional wellbeing support for new parents.**

			Response Percent
1	Strongly agree		40.00%

2	Agree		48.33%
3	Neither agree nor disagree		8.89%
4	Disagree		1.67%
5	Strongly disagree		0.00%
6	Don't know		1.11%

## Analysis






88.3% of respondents said they agree (48.3%) or strongly agree (40.0%) with the priorities for early help services identified as part of the first stage of consultation.

1.7% said they disagree. No respondents strongly disagreed.

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Significant concern about a lack of support for all families	<ul style="list-style-type: none"> <li>Agree with these, but not to the detriment of not assisting those not in crisis but would still benefit from a level of support- resources should be shared and available to all, rather than just those in the extreme categories.</li> <li>Too easy to focus on the 'low hanging fruit' of the obvious needs of highly disadvantaged families and individuals, or those already in crisis. There is nothing of detail within the proposal as to how families and individuals can be supported before the level of 'intervention' becomes inevitable.</li> <li>I am concerned that waiting until families are in crisis or their children have behavioural problems is a false approach as prevention is better than cure. Abandoning early years universal service could lead to more families requiring support later on.</li> </ul>
Importance of parenting programmes and stress management sessions- particularly in a range of languages	<ul style="list-style-type: none"> <li>Parenting Groups had helped me a lot when I had my children.</li> <li>Parenting programme in Urdu, stress management in Urdu.</li> <li>Parenting programme in mother tongue Urdu, stress management programme in Urdu.</li> </ul>

9. To what extent do you broadly agree with the rationale we have proposed for deciding which sites to retain? These are: Popular and well used. Equipped to deliver targeted provision. Best equipped to host any additional services to replace those that may be discontinued, eg. sufficient space. Located close to areas of relative deprivation. Well-placed for public transport or with good parking facilities. Wheelchair and pushchair accessible. Able to offer good value for money in terms of rental costs.

			Response Percent
1	Strongly agree		19.44%
2	Agree		53.89%
3	Neither agree nor disagree		21.67%
4	Disagree		3.89%
5	Strongly disagree		1.11%
6	Don't know		0.00%

**Analysis**

73.3% of respondents said they agree (53.9%) or strongly agree (19.4%) with the rationale proposed for deciding which sites to retain.

5.0% said they disagree (3.9%) or strongly disagree (1.1%).







A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Importance of centres being easily accessible i.e. walkable	<ul style="list-style-type: none"> <li>• Everyone should have access to walkable locations no matter what the service.</li> <li>• Small villages with poor public transport also need to be considered. Not everyone has a car.</li> <li>• Public transport is only relevant because you are proposing to remove so many accessible walking sites. The planning proposals for a walkable town need walkable children's centres everywhere.</li> <li>• Being located in an area of deprivation does not guarantee that it will be used. The existing centres are well spaced out and you get a choice of where to go. With the new model, you're forcing people to visit areas which might incur additional costs e.g instead of walking, you'll have to drive or take the bus and then there's the issue of sufficient parking.</li> </ul>



Concern about a lack of support for all families	<ul style="list-style-type: none"> <li>● It's not always just families with deprivation who would want to access children's centres.</li> <li>● Do not agree with " Located close to areas of relative deprivation". More emphasis should be on "Popular and well used".</li> </ul>
Important and timely to review current provision	<ul style="list-style-type: none"> <li>● Some current facilities are difficult to reach via public transport and rarely used.</li> <li>● Sound logic but please consider local access.</li> <li>● Seems fair. Consideration is required for deprived children who may not have the means for transport to visit sites.</li> </ul>

**10. To what extent do you broadly agree with the rationale we have proposed for deciding which sites to discontinue leases for? These are: Are no longer situated in areas where they are most needed. Are too small or too expensive to run. Are under-used compared to other centres. Are unable to offer additional service i.e. health clinics, due to lack of space or lack of accessibility. Potential to be used by parents, community or voluntary groups to deliver sessions independently due to suitability of the site.**

			Response Percent
1	Strongly agree		13.89%
2	Agree		36.67%
3	Neither agree nor disagree		37.78%
4	Disagree		7.22%
5	Strongly disagree		3.33%
6	Don't know		1.11%

### Analysis







50.6% of respondents said they agree (36.7%) or strongly agree (13.9%) with the rationale proposed for deciding which sites to discontinue leases for.

10.5% said they disagree (7.2%) or strongly disagree (3.3%).

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
<p>Concern that sites are not used to full potential hence low attendance</p>	<ul style="list-style-type: none"> <li>● I feel some of the sites are underused because they are not used to their full potential e.g if all health clinics are at one CS, then others will not be as busy.</li> <li>● We've been running under used sites for ages because of AfC's insistence that all groups should always be available. Why? I don't know but common sense should have prevailed in this instance. Potential to be used by other groups to deliver sessions is just passing the buck and expense on!</li> <li>● Some facilities you consider underused are so because the courses/ resources offered at them are less than at other centres- leading to you saying they aren't needed... i.e offer poor options so people don't go and then justify the closure on the basis of non attendance.</li> </ul>
<p>Concern about community/ voluntary sector groups having to cover the loss of any universal services</p>	<ul style="list-style-type: none"> <li>● Moreover parents, community groups etc should not be forced into creating groups/activities themselves in order to ensure provision for their children- the council should be ensuring some provision is given by them.</li> <li>● I am concerned that parents, community or voluntary groups won't be able to deliver independently as won't have the funds for rent let alone anything else or sufficient volunteers, or indeed the expertise. I understand that currently from such sites other services are delivered by community organisations. These will be at risk of folding I fear.</li> </ul>
<p>Concern about the information used to decide which sites to propose to discontinue leases for</p>	<ul style="list-style-type: none"> <li>● The rationale seems reasonable but please ensure that the data used to appraise individual centres is up to date. For example, Little Acorns CS was closed in 2015 so if data was taken from before its closure this might make nearby centres such as Pinkneys Green appear surplus to requirements where in fact they are not.</li> <li>● If sites have been unused is this because of the rate of coronavirus.</li> <li>● No figures were given for usage. Mere anecdote is not sufficient evidence. Moreover you would expect smaller sites to be less well used by definition - that is irrelevant to assess whether they serve a useful community purpose in those smaller areas.</li> </ul>

#### 4. Children's centres

11. To what extent do you agree with the proposal to retain Datchet Children's Centre as a Family Hub Service sub-venue in Windsor?			
			Response Percent
1	Strongly agree		20.93%
2	Agree		37.79%
3	Neither agree nor disagree		24.42%
4	Disagree		2.33%
5	Strongly disagree		2.33%
6	Don't know		12.21%






### Analysis

58.7% agree (37.8%) or strongly agree (20.9%) with the proposal to retain Datchet Children's Centre as a Family Hub Service sub-venue.

4.6% disagree (2.3%) or strongly disagree (2.3%).

24.4% neither agree nor disagree and 12.2% do not know.

Comments received related to limited parking; and the importance of keeping the site due to popularity and limited other playgroup options.

12. To what extent do you agree with the proposal to retain Larchfield Children's Centre as a Family Hub Service sub-venue in Maidenhead?			
			Response Percent
1	Strongly agree		28.73%
2	Agree		36.46%
3	Neither agree nor disagree		21.55%
4	Disagree		1.10%
5	Strongly disagree		2.21%

6	Don't know		9.94%
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### Analysis







65.2% agree (36.5%) or strongly agree (28.7%) with the proposal to retain Larchfield Children's Centre as a Family Hub Service sub-venue.

3.3% disagree (1.1%) or strongly disagree (2.2%).

21.6% neither agree nor disagree and 9.9% do not know.

Comments received related to difficult parking; the importance of keeping the site as it is much needed; but also a question about how well used the centre is.

### 13. To what extent do you agree with the proposal to retain Manor Children's Centre/Youth Centre as a Family Hub Service sub-venue in Windsor?

			Response Percent
1	Strongly agree		24.42%
2	Agree		25.00%
3	Neither agree nor disagree		35.47%
4	Disagree		0.58%
5	Strongly disagree		1.16%
6	Don't know		13.37%







### Analysis

49.4% agree (25.0%) or strongly agree (24.4%) with the proposal to retain Manor Children's Centre as a Family Hub Service sub-venue.

1.7% disagree (0.5%) or strongly disagree (1.2%).

35.5% neither agree nor disagree and 13.4% do not know.

Comments received related to good parking options and accessibility; and how well used the centre is. One respondent said the building is not particularly well set up as a children's centre.

14. To what extent do you agree with the proposal to retain Poppies Children’s Centre as a Family Hub Service sub-venue in Windsor?			Response Percent
1	Strongly agree		27.62%
2	Agree		20.95%
3	Neither agree nor disagree		31.43%
4	Disagree		2.86%
5	Strongly disagree		0.95%
6	Don’t know		16.19%





**Analysis**



48.5% agree (20.9%) or strongly agree (27.6%) with the proposal to retain Poppies Children’s Centre as a Family Hub Service sub-venue.

3.8% disagree (2.9%) or strongly disagree (0.9%).

31.4% neither agree nor disagree and 16.2% do not know.

Comments received related to how useful the site is for Army families. One respondent said that use of the Army welfare centre could be looked into to provide some services.

15. To what extent do you agree with the proposal to retain Riverside Children’s Centre as the main Family Hub Service site in Maidenhead?			Response Percent
1	Strongly agree		37.91%
2	Agree		32.42%
3	Neither agree nor disagree		16.48%
4	Disagree		2.20%
5	Strongly disagree		2.75%

			
6	Don't know		8.24%

### Analysis







70.3% agree (32.4%) or strongly agree (37.9%) with the proposal to retain Riverside Children's Centre as a Family Hub Service main venue.

5.0% disagree (2.2%) or strongly disagree (2.8%).

16.5% neither agree nor disagree and 8.2% do not know.

Comments received related to parking issues; that the site is good and well used; and that there are a good range of sessions on offer.

### 16. To what extent do you agree with the proposal to discontinue the lease for Eton Wick Children's Centre in Windsor?

			Response Percent
1	Strongly agree		8.28%
2	Agree		15.98%
3	Neither agree nor disagree		38.46%
4	Disagree		9.47%
5	Strongly disagree		11.83%
6	Don't know		15.98%







### Analysis

24.2% agree (15.9%) or strongly agree (8.3%) with the proposal to discontinue the lease at Eton Wick Children's Centre.

21.3% disagree (9.5%) or strongly disagree (11.8%).

38.5% neither agree nor disagree and 15.9% do not know.

Comments received related to challenging parking; a good sensory room but small site; and the need for some provision in the area. A number of respondents said they did not know the site.

17. To what extent do you agree with the proposal to discontinue the lease for Pinkneys Green Children's Centre/ Youth Centre in Maidenhead?			
			Response Percent
1	Strongly agree		9.50%
2	Agree		12.85%
3	Neither agree nor disagree		30.73%
4	Disagree		10.61%
5	Strongly disagree		26.26%
6	Don't know		10.06%



### Analysis

22.4% agree (12.9%) or strongly agree (9.5%) with the proposal to discontinue the lease at Pinkney's Green Children's Centre.

36.9% disagree (10.6%) or strongly disagree (26.3%).

30.7% neither agree nor disagree and 10.1% do not know.

Comments received related to the centre being well used, popular and central to the local community; the need to retain due to proximity to an area of relative deprivation; concern about distance to other venues; and concerns about anti-social behaviour increasing if the centre does not remain.

18. To what extent do you agree with the proposal to discontinue the lease for The Lawns Children's Centre in Windsor?			
			Response Percent
1	Strongly agree		4.71%
2	Agree		14.71%
3	Neither agree nor disagree		42.35%

4	Disagree		8.24%
5	Strongly disagree		15.29%
6	Don't know		14.71%

### Analysis

19.4% agree (14.7%) or strongly agree (4.7%) with the proposal to discontinue the lease at the Lawns Children's Centre

23.5% disagree (8.2%) or strongly disagree (15.3%).

42.4% neither agree nor disagree and 14.7% do not know.

Comments received related to how good the site is and how helpful it is to vulnerable local families; but also highlighted issues with parking and accessibility concerns due to the footbridge.

### 19. To what extent do you agree with the proposal to discontinue the lease for Woodlands Park Village Centre Children's Centre in Maidenhead?

			Response Percent
1	Strongly agree		11.11%
2	Agree		9.44%
3	Neither agree nor disagree		34.44%
4	Disagree		17.22%
5	Strongly disagree		16.11%
6	Don't know		11.67%

### Analysis

20.5% agree (9.4%) or strongly agree (11.1%) with the proposal to discontinue the lease at Woodlands Park Village Children's Centre.









33.3% disagree (17.2%) or strongly disagree (16.1%).

34.4% neither agree nor disagree and 11.7% do not know.

Comments received related to the centre being well used with good parking and access due to public transport links; and concerns were raised about where local families will be able to access services. A number of respondents said they did not know the site.

## 5. Children’s centre satellite sites

20. To what extent do you agree with the proposal to retain Low Ropes Activity Course at Beech Lodge as a Family Hub Service sub-venue in Maidenhead?			
			Response Percent
1	Strongly agree		26.78%
2	Agree		30.60%
3	Neither agree nor disagree		21.86%
4	Disagree		0.55%
5	Strongly disagree		1.09%
6	Don't know		19.13%


### Analysis






57.4% agree (30.6%) or strongly agree (26.8%) with the proposal to retain Low Ropes Activity Course at Beech Lodge as a Family Hub Service sub-venue.

1.6% disagree (0.5%) or strongly disagree (1.1%).

21.9% neither agree nor disagree and 19.1% do not know.

Comments received related to the need to improve the marketing of the venue. A number of respondents said they did not know the site.

21. To what extent do you agree with the proposal to retain Maidenhead Nursery School as a Family Hub Service sub-venue in Maidenhead?			
			Response Percent
1	Strongly agree		30.22%

2	Agree		32.97%
3	Neither agree nor disagree		20.33%
4	Disagree		0.55%
5	Strongly disagree		0.55%
6	Don't know		15.38%






### Analysis

63.1% agree (32.9%) or strongly agree (30.2%) with the proposal to retain Maidenhead Nursery School as a Family Hub Service sub-venue.

1.0% disagree (0.5%) or strongly disagree (0.5%).

20.3% neither agree nor disagree and 15.4% do not know.

Comments received related to difficulties with parking; and the close proximity to Riverside which may mean other sites are more appropriate for discontinuing leases. A number of respondents said they did not know the site.

22. To what extent do you agree with the proposal to retain South Ascot as a Family Hub Service sub-venue in Windsor?			Response Percent
1	Strongly agree		16.37%
2	Agree		24.56%
3	Neither agree nor disagree		38.01%
4	Disagree		0.00%
5	Strongly disagree		1.75%
6	Don't know		19.30%

### Analysis







41.0% agree (24.6%) or strongly agree (16.4%) with the proposal to retain South Ascot as a Family Hub Service sub-venue.

1.8% strongly disagree. No respondents disagree.

38.0% neither agree nor disagree and 19.3% do not know.

Comments received related to it making sense to retain the site as it is an outlying area in the borough. A number of respondents said they did not know the site.

**23. To what extent do you agree with the proposal to discontinue the lease at Old Windsor in Windsor?**

			Response Percent
1	Strongly agree		7.02%
2	Agree		14.04%
3	Neither agree nor disagree		40.94%
4	Disagree		10.53%
5	Strongly disagree		11.11%
6	Don't know		16.37%

**Analysis**


21.0% agree (14.0%) or strongly agree (7.0%) with the proposal to discontinue the lease at Old Windsor.






21.6% disagree (10.5%) or strongly disagree (11.1%).

40.9% neither agree nor disagree and 16.4% do not know.

Comments received related to the site being needed for local children due to limited other options and limited public transport. A number of respondents said they did not know the site.

**24. To what extent do you agree with the proposal to discontinue the lease at Wraysbury Village Hall in Windsor?**

			Response Percent
1	Strongly agree		7.60%

2	Agree		10.53%
3	Neither agree nor disagree		41.52%
4	Disagree		10.53%
5	Strongly disagree		11.70%
6	Don't know		18.13%

### Analysis







18.1% agree (10.5%) or strongly agree (7.6%) with the proposal to discontinue the lease at Wraysbury Village Hall.

22.2% disagree (10.5%) or strongly disagree (11.7%).

41.5% neither agree nor disagree and 18.1% do not know.

Comments received related to the site not being well known.

## 6. Youth centres

25.To what extent do you agree with the proposal to retain Marlow Road Youth Centre as a Family Hub Service sub-venue in Maidenhead?			Response Percent
1	Strongly agree		37.78%
2	Agree		31.11%
3	Neither agree nor disagree		18.33%
4	Disagree		1.11%
5	Strongly disagree		0.56%
6	Don't know		11.11%

## Analysis







68.9% agree (31.1%) or strongly agree (37.8%) with the proposal to retain Marlow Road Youth Centre as a Family Hub Service sub-venue.

1.7% disagree (1.1%) or strongly disagree (0.6%).

18.3% neither agree nor disagree and 11.1% do not know.

Comments received related to parking issues; the good offer at the site; and the central location which is useful for those who are walking or getting public transport.

### 26. To what extent do you agree with the proposal to retain Windsor Youth Centre as the main Family Hub Service site in Windsor?

			Response Percent
1	Strongly agree		27.65%
2	Agree		28.24%
3	Neither agree nor disagree		28.82%
4	Disagree		1.76%
5	Strongly disagree		0.59%
6	Don't know		12.94%

## Analysis

55.9% agree (28.2%) or strongly agree (27.7%) with the proposal to retain Windsor Youth Centre as a Family Hub Service main venue.







2.4% disagree (1.8%) or strongly disagree (0.6%).

28.8% neither agree nor disagree and 12.9% do not know.

Comments received related to the site being a good central location with public transport links; but also the need to ensure the building is suitable for families if it becomes a main hub.

### 27. To what extent do you agree with the proposal to discontinue the lease at Charters Youth Centre in Windsor?

			Response Percent
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1	Strongly agree		5.29%
2	Agree		10.59%
3	Neither agree nor disagree		45.88%
4	Disagree		7.65%
5	Strongly disagree		8.82%
6	Don't know		21.76%

### Analysis







15.9% agree (10.6%) or strongly agree (5.3%) with the proposal to discontinue the lease at Charters Youth Centre.

16.5% disagree (7.7%) or strongly disagree (8.8%).

45.9% neither agree nor disagree and 21.8% do not know.

Comments received related to the site not being well known; concerns about where young people would be able to go; and suggestions that local community groups could potentially use the site.

### 28. To what extent do you agree with the proposal to discontinue the lease at Datchet Youth Centre in Windsor?

			Response Percent
1	Strongly agree		4.76%
2	Agree		10.71%
3	Neither agree nor disagree		43.45%
4	Disagree		14.29%
5	Strongly disagree		7.74%
6	Don't know		19.05%

## Analysis







15.5% agree (10.7%) or strongly agree (4.8%) with the proposal to discontinue the lease at Datchet Youth Centre.

22.0% disagree (14.3%) or strongly disagree (7.7%).

43.5% neither agree nor disagree and 19.1% do not know.

Comments received related to the site not being well known; concerns about where young people would be able to go; and suggestions that local community groups could potentially use the site.

### 29. To what extent do you agree with the proposal to discontinue the lease at Eton Wick Youth Centre in Windsor?

			Response Percent
1	Strongly agree		4.12%
2	Agree		13.53%
3	Neither agree nor disagree		42.35%
4	Disagree		11.76%
5	Strongly disagree		9.41%
6	Don't know		18.82%

## Analysis







17.6% agree (13.5%) or strongly agree (4.1%) with the proposal to discontinue the lease at Eton Wick Youth Centre.

21.2% disagree (11.8%) or strongly disagree (9.4%).

42.4% neither agree nor disagree and 18.8% do not know.

Comments received related to the site not being well known; concerns about where young people would be able to go; and suggestions that local community groups could potentially use the site.

### 30. To what extent do you agree with the proposal to discontinue the lease at Larchfield Youth Centre in Maidenhead?

			Response Percent
1	Strongly agree		3.31%
2	Agree		12.71%
3	Neither agree nor disagree		34.25%
4	Disagree		14.36%
5	Strongly disagree		21.55%
6	Don't know		13.81%

### Analysis

16.0% agree (12.7%) or strongly agree (3.3%) with the proposal to discontinue the lease at Larchfield Youth Centre.





36.0% disagree (14.4%) or strongly disagree (21.6%).

34.3% neither agree nor disagree and 13.8% do not know.



Comments received related to some parking issues; suggestions that local community groups could potentially use the site; and that the centre is well used with a variety of sessions available including indoor and outdoor space.

## 7. Other sites

### 31. To what extent do you agree with the proposal to discontinue the lease at Maidenhead Project Centre, Reform Road?

			Response Percent
1	Strongly agree		3.87%
2	Agree		12.71%
3	Neither agree nor disagree		36.46%
4	Disagree		12.15%
5	Strongly disagree		18.78%



			
6	Don't know		16.02%

### Analysis







16.6% agree (12.7%) or strongly agree (3.9%) with the proposal to discontinue the lease at Maidenhead Project Centre, Reform Road.

31.0% disagree (12.2%) or strongly disagree (18.8%).

36.5% neither agree nor disagree and 16.0% do not know.

Comments received related to the site having good parking; and being a discrete location which is good for young people who are visiting the Youth Offending Service on site.

### 32. To what extent do you agree with the proposal to transfer the outdoor provision in Hurley to a community provider?

			Response Percent
1	Strongly agree		6.32%
2	Agree		22.41%
3	Neither agree nor disagree		41.38%
4	Disagree		6.32%
5	Strongly disagree		4.02%
6	Don't know		19.54%

### Analysis







28.7% agree (22.4%) or strongly agree (6.3%) with the proposal to transfer the outdoor provision at Hurley to a community provider.

10.3% disagree (6.3%) or strongly disagree (4.0%).

41.4% neither agree nor disagree and 19.5% do not know.

Comments received related to the proposal being a good one so long as a suitable provider is lined up and there is no gap in provision.

**33. Overall, to what extent do you agree with the proposals for which children’s centres and youth centres to retain and which to discontinue leases for?**

			Response Percent
1	Strongly agree		11.30%
2	Agree		28.25%
3	Neither agree nor disagree		27.68%
4	Disagree		13.56%
5	Strongly disagree		7.34%
6	Don't know		11.86%

**Analysis**

39.5% agree (28.3%) or strongly agree (11.3%) with the proposals for which children’s centres and youth centres to retain and which to discontinue leases for.

20.9% disagree (13.6%) or strongly disagree (7.3%).






27.7% neither agree nor disagree and 11.9% did not know.

A range of free text comments were received. This included a number of comments relating to specific sites, particularly retaining Riverside Children’s Centre. These have been reviewed and themed:

Theme	Example
Dissatisfaction with the proposals	<ul style="list-style-type: none"> <li>• I don't think any should close, as children, families and young people will rely on each one.</li> <li>• You need to focus maximum effort on retaining as many children’s centres as you can. When I adopted I had no NCT group and the children’s centre was an incredible support to me.</li> <li>• Money should not be a deciding factor on wellbeing of families and children. This is our future!!</li> <li>• Universal access means they should all be retained - otherwise you are simply undermining the principle of Children's Centres as a place for EVERYONE (even those without any particular needs) to</li> </ul>

	<p>meet and engage with each other. The building's maintenance is a trivial consideration, and has not posed any particular problems in the past. All community groups engage with such issues happily, To imply these are detracting from universal access is irresponsible and wrong.</p> <ul style="list-style-type: none"> <li>● Council tax is still being paid to the council yet they are trying to reduce services and facilities. Daylight robbery.</li> </ul>
Retain Riverside Children's Centre	<ul style="list-style-type: none"> <li>● Retain Maidenhead sites such as Riverside Children's Centre.</li> <li>● As I've mentioned before Riverside is very important for me so retain!</li> </ul>

### 34. What impact do you think the proposed changes to services would have on you?

			Response Percent
1	No impact		20.37%
2	I would use new provision that is more local to where I live		27.78%
3	I would use a different site in the future		6.17%
4	I wouldn't use the services currently provided by children's centres or youth centres as much in the future, and may stop entirely		16.67%
5	I don't know enough yet to understand the impact		29.01%

### Analysis

20.4% of respondents said the proposals would have no impact on them; 27.8% said they would use the new provision that is more local to where they live; and 6.2% said they would use a different site in the future.

16.7% said they wouldn't use the services as much in the future and may stop entirely; while 29.0% said they do know enough yet to understand the impact.

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Negative impact	<ul style="list-style-type: none"> <li>● It would impact me massively as I wouldn't be able to afford accessing other</li> </ul>

	<p>venues but the ones remaining would be highly inconvenient.</p> <ul style="list-style-type: none"> <li>• I don't see what provision there will be for the 'average' family (not on benefits but not affluent enough to provide a paid rounded social life for their child before 3!) I will be devastated. Lockdown has made this even more evident.</li> <li>• I don't want services to discontinue.</li> <li>• By closing some centres it may increase the footfall at others by too much and then places not available.</li> <li>• I would be unable to go to as many groups as before.</li> <li>• I wouldn't want to travel for my children to attend a youth club. They currently walk to it with their friends from the local community.</li> </ul>
Positive impact	<ul style="list-style-type: none"> <li>• If we are getting service in different venues, then that's fine.</li> <li>• I can come anywhere for these programmes, very good.</li> <li>• I can drive so no issue.</li> </ul>

**35. If you said that you would stop using services, or would use them less in the future, please can you tell us why?**

		Response Percent
1	I don't have enough information about the new way of delivering these services, such as from more local community venues	48.62%
2	I don't believe other locations will offer the services that we need	13.76%
3	I would be unable to travel to the retained sites	7.34%
4	Opening times at other sites are unlikely to suit me	1.83%
5	I won't know anyone	4.59%
6	If I have to travel further, the cost of travel will be a problem	11.93%
7	I am worried about the amount of time it will take me to travel to a new location	5.50%
8	I am worried about parking facilities	6.42%

## Analysis

For those who responded that they would stop using services or use them less in future, the most commonly selected answer as to why was that they do not have enough information about the new way of delivering these services, such as from community venues (48.6%). The next most commonly selected answer was that they do not believe the other locations will offer the services that are needed; followed by potential issues with travel if having to go further to other locations (11.9%).

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Travel will be an issue	<ul style="list-style-type: none"> <li>• I don't want to have to drive to a location. Local journeys should not need to be made in a car!</li> <li>• Even though I could travel to the sites remaining, I don't drive so I would have to walk everywhere and just because I would also need to do the nursery run I wouldn't be able to make it on time to either place if I wanted to enjoy the session at the children's centre in its full extent.</li> <li>• I am worried about parking facilities I am worried about the amount of time it will take me to travel to a new location I would be unable to travel to the retained sites Also - the joy of being local is you meet other families to play with outside of the classes, it's easy to meet locally.</li> <li>• The benefits of having something local can't be compared.</li> </ul>
No services remain that are useful	<ul style="list-style-type: none"> <li>• I'm not sure there will really be any services left which will be of use to me.</li> <li>• If there isn't a universal service, what will there be for people not 'in need'?!</li> <li>• The anxiety of change would put me off of coming to my youth group.</li> </ul>

**Please tell us if you have other ideas about how we should deliver the new Family Hub Service in Windsor and Maidenhead (48 comments received)**

## Analysis

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Importance of maintaining universal services	<ul style="list-style-type: none"> <li>• Services still to be available universally- otherwise services only seen as for problem families, stigma associated with this. What about access for isolated families who are not seen as vulnerable or just tip over into middle class bracket?</li> </ul>

	<p>Need services to be widely promoted to maximise use.</p> <ul style="list-style-type: none"> <li>● Continue to offer universal services but make the most of them by charging a small amount and advertising them. Health visitors don't even talk about them! Subside them with paid classes eg. Hartbeeps, baby sensory, music with mummy and tumble tots.</li> <li>● Needs to be some universal stay and play sessions etc. When you are looking after small children it's a vulnerable time when you need support. To reduce this service to only those obviously in need is short sighted and could cause loneliness and depression for many.</li> </ul>
<p>Promotion of services could be improved</p>	<ul style="list-style-type: none"> <li>● Retain the existing facilities and promote them more. Introduce new activities to attract more people.</li> <li>● More mix of services, more publicising, more parking and a creche a must.</li> <li>● Promote within schools from an early stage. Follow up on feedback from younger generation.</li> </ul>
<p>Work more closely with community and voluntary sector groups</p>	<ul style="list-style-type: none"> <li>● It should work closely with organisations (Bfn, dash, etc) to have representatives at each hub too.</li> <li>● You could better link to other children's activity providers, HV could do periodic drop ins or weigh in opportunities e.g toddler groups, babymatters baby cafe or teddies music club. Also in terms of out reach for older children (over 5yrs), you could explore links with local Girlguiding and Scout units.</li> <li>● Instead of having the community groups working separately from the service as referrals or bolt-ons why not have them as an integrated part of the new model.</li> <li>● Do you even know what local halls, community groups etc even exist now? Many will have gone out of business and the voluntary sector you will rely on is suffering. It doesn't feel like you have a plan for this.</li> <li>● The venues should remain and the council offer more incentives to get community groups, parents etc to utilise the sites- fair affordable rents etc.</li> </ul>
<p>Importance of maintaining parenting programmes and stress management classes</p>	<ul style="list-style-type: none"> <li>● More parenting groups are very useful for new parents in Maidenhead.</li> <li>● Parenting groups for new parents are very important.</li> <li>● Parenting programmes, fathers group are very useful as good parenting will bring healthy mind children. Stress management class for parents very important.</li> </ul>

	<ul style="list-style-type: none"> <li>Stress management courses are very useful, also parenting programmes. Fathers group to bring a very good human generation to keep our community safe and happy.</li> </ul>
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**If you are responding to this survey as a parent or as a local community or voluntary group, would you be interested in hosting or running sessions as our centres with support and guidance from Achieving for Children? If so, please provide details of what sessions you would be interested in running and your contact details. Details of our privacy policy can be found in the next section (18 comments received)**

### Analysis

Four respondents stated they would be interested in hosting or running sessions with support from Achieving for Children. These individuals will be contacted directly.

**Please let us have any other general comments (52 comments received)**





### Analysis

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Services should be delivered in a variety of languages	<ul style="list-style-type: none"> <li>I like the services, but I want the services in Urdu.</li> <li>covid 19 has been very difficult, please BAME community needs courses in their language.</li> <li>BME community needs more help as Windsor has no much courses in our language.</li> <li>I would like to continue to provide provision in Windsor for BME community - stress management courses etc.</li> <li>These courses have enabled me to understand the effects of positive mind set and how much influencing parenting techniques are. These provisions should be extended further in other communities in their native language.</li> <li>I'm interested in these sessions in future it would be helpful if its in mother tongue</li> </ul>
Concerns about the consultation process	<ul style="list-style-type: none"> <li>To run this consultation when people are unable to attend children centres due to COVID is short sighted. I suspect the number of replies will be much lower as most people who normally use the centres won't be aware that it is running and won't be able to have their say.</li> <li>This consultation seems very heavily</li> </ul>

	<p>weighted towards your preferred outcome. I do not believe that you will have consulted widely enough due to the pandemic.</p> <ul style="list-style-type: none"> <li>● An astonishingly poor set of questions, clearly designed to "sell" the concept of Hubs. Little or no questions about the advantages of the current setup. No questions about Equalities, despite writing an EQIA. Why?</li> <li>● I don't feel you have done enough research into alternative models and are so keen to save money that you've latched on to this as the answer to all our issues.</li> <li>● I would have liked a survey that was child focused for my foster child to complete. This was far too wordy for many adults let alone for children to access!</li> </ul>
Praise for current services	<ul style="list-style-type: none"> <li>● Thank you for all the help and support the children's centres have given us over the years. My confidence and that of my children is testament to your service.</li> <li>● I am using all these services and will definitely continue as it beneficial for me and my family.</li> <li>● Excellent service provided.</li> <li>● Our children need good parenting and we as parents need to be educated ourselves so we can help our children better. Parenting class is very good.</li> <li>● Feeling very comfortable to have all these groups in my town. Very useful information I can get when need. Many thanks.</li> </ul>









### Section 3 - About you

Are you responding to this survey as a:			Response Percent
1	Parent or carer		84.83%
2	Nominated representative of a partner or stakeholder organisation		0.56%
3	Young person under 18 (or aged up to 25 with special educational needs or disabilities)		5.62%
4	Other (please specify):		8.99%





## Analysis


84.8% of respondents to the survey are parents or carers. 5.6% are young people under 18 (or aged up to 25 with special educational needs or disabilities). 9.0% of respondents selected other- responses included foster carer, local resident, local community voluntary group member, adult learner, employee of Achieving for Children, and Councillor.

What is your age?			
			Response Percent
1	Under 16		3.30%
2	16-17		1.65%
3	18-24		4.95%
4	25-34		29.12%
5	35-49		50.00%
6	50-64		7.69%
7	65+		1.65%
8	Prefer not to say		1.65%

## Analysis








50.0% of respondents are aged 35-49 and 29.1% are aged 25 to 34. 79.1% of respondents are therefore aged between 25 and 49. 3.3% of respondents are aged under 16, with 1.7% aged between 16 and 17.

I identify my gender as:			
			Response Percent
1	Male		7.14%
2	Female		91.21%
3	Something else		0.00%

4	Prefer not to say		1.65%
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### Analysis

91.2% of respondents are female and 7.1% are male.

Are you a parent/carer for any children in any of the following age groups?			
			Response Percent
1	Under 5		37.14%
2	5-9		33.14%
3	10-14		30.29%
4	15-19		27.43%
5	20-25 who have a special education need or disability		2.29%
6	None of the above		5.71%
7	Prefer not to say		4.00%




### Analysis

37.1% of respondents said they are parents or carers to children aged under five; 33.1% said they are parents and carers aged five to nine years old; 30.3% said they are parents and carers to children aged 10 to 14 years old; and 27.4% said they are parents and carers to children aged 15 to 19 years old.

2.3% of respondents said they are parents or carers to children aged 20 to 25 years old who have a special educational need or disability (SEND).

### Do you or any of your family have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more which reduce(s) your ability to carry out day-to-day activities?







			Response Percent
1	Yes		10.67%

2	No		74.72%
3	Don't know		2.25%
4	Prefer not to say		12.36%

### Analysis

10.7% of respondents said they, or someone in their family, has a physical or mental health condition or illness. 74.7% said they do not and no one in their family does.



### What is your annual household income?











			Response Percent
1	Under £15,000		29.44%
2	£15,001 to £30,000		12.78%
3	£30,001 to £45,000		8.89%
4	£45,001 to £60,000		5.56%
5	Over £60,000		14.44%
6	Prefer not to say		28.89%

### Analysis

29.4% of respondents said their annual household income is under £15,000. 14.4% said their household income was over £60,000; and 12.8% said it was £15,001 to £30,000.

### Which of the following best describes your ethnic group?

			Response Percent
1	White or White British		37.43%
2	White - Irish		1.12%


3	White- Gypsy or Irish Traveller		0.00%
4	White - Any other White background		1.68%
5	Mixed - White and Black Caribbean		0.00%
6	Mixed - White and Black African		0.00%
7	Mixed - Any other Mixed		1.12%
8	Asian/Asian British - Indian		2.23%
9	Asian/Asian British - Pakistani		45.25%
10	Asian/Asian British - Bangladeshi		1.12%
11	Asian/Asian British - Chinese		0.00%
12	Asian/Asian British - Any other Asian background		0.00%
13	Black/Black British - African		0.56%
14	Black/Black British - Caribbean		0.56%
15	Black/Black British - Any other		0.00%
16	Black/African/Caribbean		0.56%
17	Arab		0.00%
18	Any other ethnic group		0.00%
19	Prefer not to say		7.82%
20	Other (please specify):		0.56%






### Analysis

54.8% of respondents are from a Black Asian or Minority Ethnic (BAME) background. Of these, 45.2% are from a Pakistani background.

37.4% of respondents are White British; and 7.8% preferred not to give their ethnicity.

### Which one of the following best describes your religion?

		Response Percent
1	Hindu	 1.66%

2	Christian		27.07%
3	Muslim		47.51%
4	Sikh		0.00%
5	No religion		11.60%
6	Other		1.10%
7	Prefer not to say		11.05%

### Analysis






47.5% of respondents are Muslim; and 27.1% are Christian. 11.6% said they have no religion and 11.1% preferred not to give their ethnicity.





### What is your postcode?

### Analysis

136 respondents provided a post code. Of these, 64.7% are from the SL6 postcode in Maidenhead and 31.6% are from the SL4 postcode in Windsor.

### In which area do you currently live?

			Response Percent
1	Ascot		0.57%
2	Windsor		27.27%
3	Maidenhead		62.50%
4	Old Windsor		2.27%
5	Wraysbury		0.00%
6	Datchet		2.84%
7	Eton		0.00%
8	Eton Wick		0.00%

9	Cookham		0.57%
10	Hurley		0.57%
11	Prefer not to say		2.27%
12	Not applicable		1.14%

### Analysis

Most respondents are either from Maidenhead (62.5%); or from Windsor (27.3%).



# The Proposed Family Hub Service Easy Read Background Document



## **Why are we doing this public consultation?**

We are carrying out a second stage public consultation to gather your views about our proposed Family Hub Service. This second stage of consultation builds on the first stage of the consultation that was undertaken between January and March 2020 which gathered views on the aims and principles of the proposed new model. We are consulting now because based on your responses to the first stage of consultation, we have reviewed and developed our proposals further for the Family Hub Service. We have developed more details of what the new model would look like in practice and we want to know what you think of it.

What you tell us now will be used, along with the feedback from the first stage of consultation, to shape our final proposed model for the Family Hub Service. We want to make sure that it reflects public opinion as far as possible.

We would ask you to review the documents we have prepared to give you information about the proposed Family Hub Service which can be found on the AfCInfo webpage: <https://rbwm.afcinfo.org.uk/pages/local-offer/information-and-advice/send-consultation-hub-and-resource-bank/consultations>

We would then like you to complete our survey- the link to the survey can be found here: <http://surveys.achievingforchildren.org.uk/s/RBWM-Family-Hubs>

## **What is the proposed Family Hub Service?**

The new proposed model would bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need, coordinated by the Family Hub Service.

The service would prioritise those children, young people and families most in need of help. We would do this by being flexible and responsive and delivering services where they are needed, rather than at a specific site. This means we could deliver Family Hub Services at a main hub or a sub-venue, in the community or in a family home.

The proposed model would aim to establish two main Family Hubs that would act as coordination sites - one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both areas. The main hubs would be the larger centres where the majority of our Family Hub Service workforce would be based. The sub-venues would be the other sites where we deliver Family Hub Services, but where there is only limited office space for our staff.

All families would continue to receive a service from the Family Hub Service if the model was agreed, as the provision of universal health services will carry on as it does currently. Family Hub Services would be delivered at some different locations - either at one of the retained sites, in the community, or in your home.



We would no longer deliver universal stay and play sessions as part of the Family Hub Service officer but we would work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run sessions that could be accessed by any children, young people and families. We would provide advice and guidance to enable them to establish sessions. This could include supporting parents to deliver sessions and/ or support themselves where possible.

We would also develop a directory of resources which will include local organisations offering universal and targeted support. We would use this to signpost children, young people and families to the support they need in the wider community. The intention would be to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic.

## What services would be delivered?

The Family Hub Service would deliver a full programme of activities in various venues across their community area including universal health provision, school nursing, specific sessions and groups for targeted vulnerable families, parenting support, and opportunities for early years learning and development by continuing to host a range of activities and groups from the independent and private sector.

The universal health provision that is currently delivered would continue- this would enable us to identify families who need additional help and offer them targeted support at an earlier stage. Families with a low level of need would be signposted to other appropriate groups or service providers in their area that could provide support (not including universal health visiting services which would remain accessible to all). This would free up resources to enable the Family Hub Service to strengthen the focus on families with the greatest need.

Some examples of the programmes we would deliver are set out below:

Universal	Preventative	Targeted	Specialist
Full Health Visiting "Healthy Child" programme	One to one baby massage for parents at risk of postnatal depression	Triple P (positive parenting Programme)	Joey Nurture group for young children at risk of exclusion
School Nursing "National Childhood Measurement Programme"	Access to "Baby Incredible Years" course for young or vulnerable mums of young babies	Esteem groups for young people who are unable to access mainstream youth/ Leisure services	"Valu" programme for young people using drugs and alcohol
Access to Health Visitor run new baby "Nurture Groups"	Family Links groups for Asian families	Parents as First Teachers home learning support	Freedom programme for victims of domestic abuse

## Where would the Family Hub Service be delivered?

Services would be delivered from:

- a main Family Hub (one in Windsor and one in Maidenhead) - larger sites where the majority of our Family Hub Service workforce would be based
- a Family Hub sub-venue (multiple across Windsor and Maidenhead) - other sites where we deliver Family Hub Services but where there is only limited office space for our staff
- the community (in a church hall, library or cafe)
- outreach (in someone's home, at an identified hotspot)

Delivery would be less focused on one particular location but rather targeted at where the need is greatest. Family Hubs and Family Hub sub-venues would be used for some service delivery but much would take place in the community or via outreach. This would allow the service to be more flexible and responsive to what families really need.

To achieve this, we would be reviewing the existing sites that we use to deliver services. Our proposal would mean that some sites would remain but some sites would no longer be used. The details of which sites we propose to keep and those we would propose not to use in the new model, are set out in the detailed background document which can be found on the AfCInfo webpage (link included above). We are proposing to keep the sites that are:

- well used by residents
- best equipped to meet the future needs of the service
- located close to areas of relative deprivation
- well-placed for public transport or with good parking facilities
- wheelchair and pushchair accessible
- able to offer good value for money in terms of rental costs
- aligned with the RBWM new climate and environmental strategy

## How would the Family Hub model be staffed?

We would have fully integrated teams working within our Family Hub Service. This would likely include: family hub leads, family hub coordinators, family hub support workers, family coaches, and youth workers (please note the details of the staffing model would not be finalised until after the second stage of consultation).

The staff would work as a team to support the needs of the whole family with input from other key stakeholders, including health visitors.

This would require change to the service which would involve all members of staff and we would expect a reduction in staffing numbers. This is because we would require a smaller number of workers because the focus would be on need rather than maintaining poorly-attended drop in sessions or maintaining buildings. However we would aim to retain the talent, skills and experience of our specialist workers.

The final details of these staffing changes will not be finalised until the whole proposed model has been approved.

## Why are we proposing these changes?

Achieving for Children, who deliver children’s services in Windsor and Maidenhead on behalf of the council, decided to review local early help services based on national research which suggested that the Family Hub model would better meet the needs of children, young people and families. The aims and benefits of the proposed Family Hub Service are set out below:

Aim	Benefit
<b>Strengthen the focus on children, young people and families that most need support, at an earlier stage</b>	We want to make sure we are able to give support to those families that most need it. By targeting our support we would be able to help families to become more resilient so that they do not need statutory social care involvement. It would also reduce the time that vulnerable families have to wait for support
<b>Build on the success of the Healthy Child Programme by continuing to deliver a universal health visiting service that can be accessed by all families</b>	All families would continue to get access to universal health services. Our health visitors would support all expectant and new parents and then would be able to refer any families that are experiencing difficulties to the Family Hub Service for additional support
<b>Adopt a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location</b>	<p>The traditional model of service delivery based around fixed sites is no longer considered effective as it requires our staff to be responsible for a considerable amount of buildings maintenance. This means they have less time to provide support to our children, young people and families</p> <p>The move to a more flexible and responsive approach would enable us to bring services to those that need them i.e. in the community and in the home. The needs of families are not always the same and often change over time. It is therefore extremely important we deliver a service that is able to respond to these needs in a new way so that families that need support are able to access it more readily, in a location that best suits them</p> <p>This would also mean we are in a position to set up flexible and time limited outreach services on a smaller, more local scale when intelligence suggests this is required in particular e.g. work on knife crime</p>
<b>Support local communities so that they can develop universal provision</b>	The new model would provide an opportunity for local communities to get more involved in the delivery of universal provision such as playgroups or youth clubs. We would provide advice and guidance to these groups to enable them to establish provision. This could include helping them to identify possible sites to deliver their sessions or groups, potentially in any sites that we decide we no longer need to use
<b>Ensuring our early help services provide value for money</b>	The new proposed model would allow us to use our early help services budget in a way that enables us to have the most positive impact. The current delivery of services means we have to use our limited resources for maintaining buildings and staffing sites that are not fit for purpose or well

	used. The Family Hub Service model would enable us to ensure more of the budget is directly used to benefit children, young people and families.
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## How can you get involved?

There are a number of ways to get involved in the second stage of the consultation.

- Complete the eight week online survey having read the background information contained in this document and the FAQs which can be found on the AfCInfo page: <https://rbwm.afcinfo.org.uk/pages/local-offer/information-and-advice/send-consultation-hub-and-resource-bank/consultations> (paper copies of the survey can be requested via the dedicated inbox set up for the consultation: [familyhubs@achievingforchildren.org.uk](mailto:familyhubs@achievingforchildren.org.uk)). The survey will be open from Thursday 23 July until Thursday 17 September 2020.
- Submit a question, query or comment to the dedicated inbox set up for the consultation at: [familyhubs@achievingforchildren.org.uk](mailto:familyhubs@achievingforchildren.org.uk).
- Request an invite to attend a virtual drop in session via the dedicated inbox set up for the consultation: [familyhubs@achievingforchildren.org.uk](mailto:familyhubs@achievingforchildren.org.uk). The dates and times are:
  - Friday 7 August 2020 at 5 to 6pm
  - Friday 21 August 2020 at 1 to 2pm
  - Friday 4 September 2020 at 9 to 10am
  - Monday 14 September 2020 at 3 to 4pm

## What will be the next steps after the second stage of the consultation?

Once the second stage of the consultation is completed, we will take time to analyse the feedback and responses we have received. This will be considered, along with the feedback from the first stage of the consultation, and on the basis of this, we will develop the final Family Hub model proposal which will be considered by Cabinet in October 2020. Should this be approved, then we would begin the implementation. This would involve taking action with regard to the sites we would retain and those for which we would discontinue the leases for. We would also review the staffing model to ensure it aligns with the new model.

We would aim to have the new model in place by March 2021.

## What would proposed Family Hub Service look like in practice?

We have prepared a number of case studies to show what the proposed service would look like if it was approved. As the service is only a proposal, these are not based on real people, but instead, have been developed to give an indication of what the service would look like.

### Case study 1

Sarah used to attend a children's centre to go to stay and play sessions with her 2 year old son, William. Following the creation of the new Family Hub Service, the children's centre she used to attend closed and the stay and play sessions ended.

The new Family Hub Service workers identified a Family Hub Service site still within walkable distance for Sarah where she could attend the universal health service sessions to check William's progress. They also helped her to find local playgroup sessions delivered in the community by voluntary groups where she was able to meet other parents. With other parents she met at the play group sessions, she set up her own drop-in play sessions, having received advice and guidance from Achieving for Children.

### Case study 2

Nevaeh is a new mum to 6 week old Paolo who recently moved to Maidenhead with her partner. She received home visits from our health visiting service to check on her and on Paolo. Through these visits, our workers identified that Nevaeh was suffering from postnatal depression. She was referred to our Family Hub Service and received support to manage her mental wellbeing at the main Family Hub Service site in Maidenhead. The service was also able to identify stay and play sessions delivered in the local community near where she lived which she started to attend. This enabled her to make new friends in the areas and helped her to gain confidence and to feel much better.

### Case study 3

Holly, who is 16, knew about her local youth centre, but didn't used to go to drop in sessions. She had been struggling with her sexuality for some time. She became aware of online activities being delivered during COVID-19 via Achieving for Children's social media channels. While viewing some of the online activities, she found out about the support that the Family Hub Service provide to young people- including those who are Lesbian, Gay, Bi-sexual or Transgender (LGBT). She contacted the Family Hub Service and they were able to provide her with one-to-one support to help her to come to terms with her sexuality and come out to her family. We put her in touch with a local LGBT support group which she attends, and she now provides mentoring to younger members of the group and has made lots of new friends.

### Case study 4

Sarah and Jeff live in Windsor and have a 13 year old son, called Matthew, and a 12 week old daughter called Sasha. They received a scheduled visit from their health visitor at which they said they were struggling to cope with the demands of a new baby and with Matthew, who they suspected may have been getting involved with a gang and who was displaying challenging behaviour. They were referred to the Family Hub Service who were able to come to their home to help them to deal with the issues they were facing. Our health visiting service supported them in terms of managing with a new baby, we enrolled them on a parenting programme to enable them to develop strategies to better manage Matthew's behaviour and we provided one-to-one support for Matthew to divert him away from risky behaviours. He is now an active member of the local Scout troop, is demonstrating better behaviour, and he is no longer involved with the gang.



# Proposed Family Hub Service Frequently Asked Questions



### **Q: Has the decision about the Family Hub Service already been made?**

No. The Royal Borough of Windsor and Maidenhead (RBWM) Cabinet has approved the second stage of public consultation only. We need to know your views on what we have said the model would look like in practice to shape our final proposals. These final proposals would then be considered by Cabinet in October 2020.

### **Q: What early help services do you deliver at the moment?**

Children's centres and youth centres help us to improve the wellbeing of our children and young people and their families in Windsor and Maidenhead. This is a requirement in law. We have to ensure there are sufficient children's centres to meet the needs of our local community and that they are able to support:

- children to develop and get ready for school
- families to be the best parents they can be
- families to have good health and improve their opportunities in life

This means we need to support those families who most need our help so that they are able to lead happy and healthy lives.

A children's centre is a place, or group of places, where we deliver services for children or families, either at the centre or by providing advice and assistance to access services elsewhere. We deliver children's centre services across Windsor and Maidenhead in a range of settings. This includes bespoke centres, rooms in rented halls or outreach at other venues such as community centres, libraries and primary schools. This outreach enables us to engage with a wider range of families.

For our young people we have to make sure that as far as we can, we provide sufficient educational or leisure time activities. We currently do this through sessions or groups at centres or outreach work in specific areas.

The services we deliver in both children's centres and youth centres are either universal drop in sessions accessible for all such as play groups or youth clubs or targeted services for those most in need.

### **Q: Why are you reviewing early help services?**

We decided to review our early help services based on national research which showed the benefits of bringing services together to create hubs based around families.

The aims and benefits of the Family Hub Service follow.

Aim	Benefit
Strengthen the focus on children, young people and families that most need support, at an earlier stage.	We want to make sure we are able to give support to those families that most need it. By targeting our support we would be able to help families to become more resilient so that they do not need statutory social care involvement. It would also reduce the time that vulnerable families have to wait for support.
Build on the success of the Healthy Child Programme by continuing to deliver a universal health visiting service that can be accessed by all families.	All families would continue to get access to universal health services. Our health visitors would support all expectant and new parents and then would be able to refer any families that are experiencing difficulties to the Family Hub Service for additional support.
Adopt a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location.	<p>The traditional model of service delivery based around fixed sites is no longer considered effective as it requires our staff to be responsible for a considerable amount of buildings maintenance. This means they have less time to provide support to our children, young people and families.</p> <p>The move to a more flexible and responsive approach would enable us to bring services to those that need them i.e. in the community and in the home. The needs of families are not always the same and often change over time. It is therefore extremely important we deliver a service that is able to respond to these needs in a new way so that families that need support are able to access it more readily, in a location that best suits them.</p> <p>This would also mean we are in a position to set up flexible and time limited outreach services on a smaller, more local scale when intelligence suggests this is required in particular eg, work on knife crime.</p>
Support local communities so that they can develop universal provision.	The new model would provide an opportunity for local communities to get more involved in the delivery of universal provision such as playgroups or youth clubs. We would provide advice and guidance to these groups to enable them to establish provision. This could include helping them to identify possible sites to deliver their sessions or groups, potentially in any sites that we decide we no longer need to use.
Ensuring our early help services provide value for money.	The new proposed model would allow us to use our early help services budget in a way that enables us to have the most positive impact. The current delivery of services means we have to use our limited resources for maintaining buildings and staffing sites that are not fit for purpose or well used. The Family Hub Service model would enable us to ensure more of the budget is directly used to benefit children, young people and families.



**Q: Are the changes just about saving money?**

No. As set out above in the answer above, we believe the proposed Family Hub Service would deliver a number of benefits to children, young people and families in Windsor and Maidenhead.

The decision to review early help services was made in response to national research which has highlighted the family hub model as the most effective means of meeting the whole needs of the family.

With regards to saving money, it would enable us to ensure that we are getting the best value for money for the resources we have for our early help services, but this is not the driver behind the proposals for the new service.

**Q: Would universal services be delivered through family hubs if the proposed model was put in place?**

Yes. Although our universal stay and play sessions will no longer be delivered we would continue to deliver all universal health services as we do currently, which were highlighted as a really important part of our early years offer in the recent public consultation.

This would mean we would continue to deliver:

- full Healthy Child Programme, offering every family five health reviews in the first three years (crucial first 1,000 days) of their child's life and a range of support services in the community, drop in clinics, new baby groups
- school nursing service which provides support with long term conditions and universal support for pupils in school
- home visiting support for families whose child is developmentally delayed, socially isolated or living with other vulnerabilities

We will also be working with local voluntary and community sector groups, and parent groups, to identify any universal sessions that they might be able to take over and run with our advice and guidance. Some groups have already indicated that they would be interested in delivering some of the sessions that we would no longer be delivering, because our focus will be on supporting the most vulnerable children, young people and families.

**Q: What youth services would you deliver if the proposed Family Hub Service was approved?**

Our youth service would continue to prioritise supporting young people on a one-to-one and targeted group basis such as those that are involved with statutory children's social care services, those engaging in risky behaviours such as substance misuse, those suffering from low self-esteem or those at risk of criminality.

The service will also continue to support participation and engagement of children and young people, including those in care and those leaving care through the Children in Care Council (Kickback), and deliver parent, carer, professional workshops on child sexual

exploitation, gangs, substance misuse and online safety. In terms of universal services, we will carry on delivering sessions and workshops to pupils in partnership with our local schools.

The transformation provides us with an opportunity to move away from the traditional delivery of youth services, drop-in sessions at a centre, which have proven less and less popular over recent years, towards a more flexible approach whereby we take services to the young people. This should lead to increased engagement with those young people who most need support.

We would continue to deliver a range of different activities for these young people including sports, music, dance, art and climbing.

Given the small numbers of young people who currently engage with our universal provision, we will be in a position to engage with the young people individually to signpost them to alternative provision.

We would also look to work with voluntary and community sector groups to identify other providers that already deliver, or would be interested in delivering, universal sessions. We would work with these providers to give advice and guidance to ensure their sessions are sustainable, or help them to get started.

**Q: What will happen to families and young people who access services that would no longer be delivered under the proposed model?**

We would deliver the Family Hub Service in a number of different ways - not just focused on centres or buildings. This would mean we could deliver services where they are needed.

This would mean a reduction in the number of fixed sites we use for service delivery and a reduction in the delivery of universal provision (not including universal health provision which will continue as it currently does). It would however mean that we are able to deliver services that better meet the needs of our most vulnerable families.

It could also mean that families or young people whose nearest children's centre or youth centre is proposed for closure may have further to travel to visit a centre. However, it may also mean families or young people have to travel less distance as services would be delivered to them.

We would mitigate against any negative impact of these changes by:

- adopting a new, more responsive and flexible service
- providing more services through outreach at alternative venues in the community
- working more closely with community and voluntary sector groups
- signposting young people or families who may no longer be able to access universal services to alternative providers

As part of the initial consultation we have already asked users views on which services they most value and we would prioritise these when putting together the service offer for 2020/21 and beyond.

**Q. What community venues would be used if the family hub model goes ahead and would these be as good as my local children's centre or youth centre?**

Children's centres and youth centres already use a range of community venues such as libraries, halls and other community spaces. Staff check that such venues are suitable and safe for the activity being provided and this would continue to be a task for the Family Hub Service. We are proposing that we use more of these venues. Families have reported to the current children's centres that they like being able to access activities in these community venues as it makes it easier for them to participate.

**Q. Would I have to travel to one of the centres that you are proposing to retain to access support and services?**

No. The aim is to bring the services out to you and your family, making use of local spaces in the community that you can easily access as well as supporting you at home where this is helpful or necessary. We are not suggesting families would have to travel to Family Hub Service sites to get the support they need, however families can choose to do this if they would prefer.

**Q: How would parents access the services and support they need if they could not drop into a children's centre?**

Parents would have a contact into our early help services through our universal health service. If they were experiencing any difficulties or issues, they could be referred to our Family Hub Service for additional support. The majority of families currently receiving targeted support via a children's centre do so as a result of being referred.

We would also develop a directory of resources which will include local organisations offering universal and targeted support. We would use this to signpost children, young people and families to the support they need in the wider community. The intention would be to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools.

Through the focus on outreach in the proposed model we would take services out to our families rather than relying on them coming to a specific centre.

By offering services closer to the home or in the home, we would be able to help more hard to reach families to access services, who would likely be identified through our universal health service.

**Q. How is my local children's centre or youth centre affected by these proposals?**

This is the second stage of the consultation which sets out which sites we propose to retain and which we would discontinue the leases for, and the reasons for this. Although we have made proposals, these may be subject to change depending on the feedback that we receive from the consultation.

Cabinet would then consider our final proposals in October 2020 and decide whether to proceed or not.

**Q: Would there be the same number of staff working with families in the proposed new model? How many staff would be employed in future compared to now?**

We cannot answer this at this stage as no decision will be made on the future arrangements until after the consultation feedback is considered by Cabinet. If we do proceed with our proposals we would likely review our staffing model and this may result in a reduction in the workforce.

**Q: How will you ensure that everyone is able to engage in the consultation, particularly vulnerable groups?**

To ensure we gather the views of as many residents as possible we will be:

- publicising the survey on the Achieving for Children and Windsor and Maidenhead Council websites, on the associated social media accounts, and via any regular newsletters going to residents during the period of the consultation
- directly emailing a link to the survey to all registered children's centre users who have provided an email address
- directly emailing voluntary and community sector organisations and any other relevant groups in the local area to ask for their help in distributing the link to the survey and asking them to complete it themselves. This will include parent groups and established support groups for traditionally hard to reach groups including those from the BAME community and children, young people and families with special educational needs and disabilities
- directly emailing all relevant Parish Councils to ask for their help in distributing the link to the survey and asking them to complete it themselves
- directly emailing local doctor surgeries and churches to ask for their help in distributing the link to the survey and asking them to complete it themselves
- asking our youth workers to individually engage with young people who use youth centres to encourage them to take part in the consultation
- including information about the survey in regular bulletin to schools to ask them to encourage their pupils to participate
- holding awareness raising sessions with key stakeholder groups such as Parents and Carers in Partnership for Windsor and Maidenhead (PaCiP), Asian Women's Group and other groups that support families that could be considered vulnerable
- asking attendees at our universal health clinics (which are due to restart in June 2020) to complete the survey

**Q: What steps have you taken to address any issues that may arise in terms of the consultation during the COVID-19 pandemic?**

We have decided to consult for a period of eight weeks to allow residents more time to engage in the consultation process, particularly in light of COVID-19. As set out above, we would aim to gather the views of as many people as possible by using a range of consultation methods. This would help us to account for any issues that may arise due to COVID-19 and also ensure children, young people and families are able to engage during the summer holiday period.



# The Proposed Family Hub Service Background Document



# Introduction

We are carrying out a second stage public consultation to gather your views about our proposed Family Hub Service. The new proposed model would bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need, coordinated by the Family Hub Service.

The service would prioritise those children, young people and families most in need of help. We would do this by being flexible and responsive and delivering services where they are needed, rather than at a specific site. This means we could deliver Family Hub Services at a main hub or a sub-venue, in the community or in a family home.

This second stage of consultation builds on the first stage of the consultation that was undertaken between January and March 2020 which gathered views on the aims and principles of the proposed new model.

The findings from the initial consultation were considered at Cabinet on 25 June 2020. Cabinet agreed to the second stage of the public consultation running for eight weeks, from 23 July to 17 September 2020.

We would ask you to review this document and our frequently asked questions and then complete a short survey to provide feedback on what the new model could look like in practice.

The link to the survey can be found via this link: <http://surveys.achievingforchildren.org.uk/s/RBWM-Family-Hubs>

The feedback from the survey will be used to shape the final proposals for the Family Hub Service which will be considered by Cabinet in October 2020.

## What is our current provision?

Children's centres and youth centres help us to improve the wellbeing of our children and young people and their families in Windsor and Maidenhead. This is a requirement in law. We have to ensure there are sufficient children's centres to meet the needs of our local community and that they are able to support:

- children to develop and get ready for school
- families to be the best parents they can be
- families to have good health and improve their opportunities in life



This means we need to support those families who most need our help so that they are able to lead happy and healthy lives.

A children's centre is a place, or group of places, where we deliver services for children or families, either at the centre or by providing advice and assistance to access services elsewhere. We deliver children's centre services across Windsor and Maidenhead in a range of settings - this includes bespoke centres, rooms in rented halls or outreach at other venues such as community centres, libraries and primary schools. This outreach enables us to engage with a wider range of families.

For our young people we have to make sure that as far as we can, we provide sufficient

educational or leisure time activities. We currently do this through sessions or groups at centres or outreach work in specific areas. Our current children’s centres and youth centres are set out below. This includes main centres, children’s centre satellite sites which are rooms or facilities that we use, and other buildings used by early help services that are not used as children’s centres or youth centres. Please note that some of our centres are used both as children’s centres and youth centres.

<b>Children’s centres and youth centres</b>	<b>Youth centres</b>
Datchet Children’s Centre	Charters Youth Centre
Eton Wick Children’s Centre	Datchet Youth Centre
Larchfield Children’s Centre	Eton Wick Youth Centre
Manor Children’s Centre and Youth Centre	Larchfield Youth Centre
Pinkneys Green Children’s Centre and Youth Centre	Marlow Road Youth Centre
Poppies Children’s Centre	Windsor Youth Centre
Riverside Children’s Centre	
The Lawns Children’s Centre	
Woodlands Park Village Centre Children’s Centre	
<b>Children’s centre satellite sites</b>	<b>Other sites</b>
Low Ropes Activity Course at Beech Lodge	Maidenhead Project Centre, Reform Road
Maidenhead Nursery School	Outdoor provision in Hurley
Old Windsor	
South Ascot	
Wraysbury Village Hall	

## Why are we proposing these changes?

Achieving for Children, which delivers children’s services in Windsor and Maidenhead on behalf of the council, decided to review local early help services based on national research which suggested that the family hub model would better meet the needs of children, young people and families. This research includes the government’s Life Chances agenda and the All Party Parliamentary Group report on the future of children’s centres:

<https://democracy.leeds.gov.uk/documents/s150825/app%25208%2520appg%252>

We reviewed this research, looked at how our early help services are currently being delivered, and developed the proposed Family Hub Service for Windsor and Maidenhead. We believe that this model would help us to ensure that the most vulnerable children, young people and families get the support they need and would provide better value for money for the resources we have available.



The aims and benefits of the proposed Family Hub Service are set out below.

Aim	Benefit
<p><b>Strengthen the focus on children, young people and families that most need support, at an earlier stage</b></p>	<p>We want to make sure we are able to give support to those families that most need it. By targeting our support we would be able to help families to become more resilient so that they do not need statutory social care involvement. It would also reduce the time that vulnerable families have to wait for support</p>
<p><b>Build on the success of the Healthy Child Programme by continuing to deliver a universal health visiting service that can be accessed by all families</b></p>	<p>All families would continue to get access to universal health services. Our health visitors would support all expectant and new parents and then would be able to refer any families that are experiencing difficulties to the Family Hub Service for additional support</p>
<p><b>Adopt a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location</b></p>	<p>The traditional model of service delivery based around fixed sites is no longer considered effective as it requires our staff to be responsible for a considerable amount of buildings maintenance. This means they have less time to provide support to our children, young people and families.</p> <p>The move to a more flexible and responsive approach would enable us to bring services to those that need them i.e. in the community and in the home. The needs of families are not always the same and often change over time. It is therefore extremely important we deliver a service that is able to respond to these needs in a new way so that families that need support are able to access it more readily, in a location that best suits them</p> <p>This would also mean we are in a position to set up flexible and time limited outreach services on a smaller, more local scale when intelligence suggests this is required in particular eg, work on knife crime</p>
<p><b>Support local communities so that they can develop universal provision</b></p>	<p>The new model would provide an opportunity for local communities to get more involved in the delivery of universal provision such as playgroups or youth clubs. We would provide advice and guidance to these groups to enable them to establish provision. This could include helping them to identify possible sites to deliver their sessions or groups, potentially in any sites that we decide we no longer need to use</p>
<p><b>Ensuring our early help services provide value for money</b></p>	<p>The new proposed model would allow us to use our early help services budget in a way that enables us to have the most positive impact. The current delivery of services means we have to use our limited resources for maintaining buildings and staffing sites that are not fit for purpose or well used. The Family Hub Service model would enable us to ensure more of the budget is directly used to benefit children, young people and families</p>



## Why are we consulting now?

We are consulting now because based on your responses to the first stage of consultation, we have reviewed and developed our proposals further for the Family Hub Service. We have developed more details of what the new model would look like in practice and we want to know what you think of it.

What you tell us now will be used, along with the feedback from the first stage of consultation, to shape our final proposed model for the Family Hub Service. We want to make sure that it reflects public opinion as far as possible.

## What did you tell us in the first consultation?

Between January and March 2020, we carried out a 12 week online survey and six public focused group sessions to ask you what you thought of our initial ideas around family hubs. We are grateful to the 501 people who took the time to respond.

The responses we received told us that our early help services are really valued. Eight three percent of people who responded said that they had used one of the available family services in the last 12 months, with children's centres and parenting support services being the most used. Riverside Children's Centre in Maidenhead was highlighted as the most well used centre.

We asked you whether you agreed with the proposed aims for the new Family Hub Service. Thirty six percent of you said you did agree with them, 32% said they did not have an opinion or didn't know, and 32% said they did not agree. While most of you recognised the need to prioritise support for our most vulnerable families to ensure those who most need help are able to get it, there were concerns about how other families would find other support.

We asked you for other suggestions for what a new service should look like. The key themes were:

- the need to work more closely with existing charities and volunteer groups and key partners such as local schools
- the importance of maintaining the focus on vulnerable groups including children and young people with disabilities, Black Asian and Minority Ethnic (BAME) support groups; those with mental health issues
- the need to ensure all families are able to access provision in some way and that services are delivered in an accessible way and publicised accordingly
- the need to clearly define who services will be targeted at
- some willingness to accept charges for sessions if that means services can continue
- providing more of an offer for teenagers, particularly during school holidays

We also asked which services should be made a priority for support to be targeted. The most common answer was one-to-one support for families in crisis. Positive parenting groups for parents to help manage their children's behaviour and emotional wellbeing support for new parents were the next most common responses.

We also asked you to tell us what other groups or sessions you use in the community. This showed us there are lots of other providers delivering early help services for families and that these will likely continue and offer complimentary services alongside services delivered by Achieving for Children, on behalf of the council. The table below shows some of the groups and sessions that were reported.

Alternative groups and sessions attended	Unlikely to be affected by the proposals?
Army, sea and air cadets	Yes
Baby sensory, baby yoga, baby massage	Yes
Birth matters	Yes
Church sessions, eg, baby, toddler and youth groups	Yes
Hartbeeps	Yes
Library sessions, such as rhyme time, story time and sing-a-longs	Yes
Music groups, such as. Bilinguasing, Diddy Disco, Moo Music, Teddies Music	Yes
National Childbirth Trust (NCT) sessions	Yes
Norden Farm	Yes
Scouts, guides, cubs, beavers, brownies and rainbows	Yes
Sports clubs, such as Maidenhead United, Puddleducks swimming, Phoenix Gym	Yes
Tumbletots	Yes



You also told us what's most important to you and what you are concerned about with the proposed new model. Your comments and our responses are set out below.

### The main priorities you told us follow.

Priorities	Response
Maintain health visitor clinics in Children's Centres including breastfeeding support	This would be retained in the proposed model
Keep supporting children, young people or families most in need with home visits on a one-to-one basis	This would be retained in the proposed model
Link with the voluntary sector and keep a central directory of all community groups, those run from churches or by parents	This would be retained in the proposed model and we would look to further develop the directory of local resources to share with families so they know what other sessions and groups are available locally. Signposting children, young people and families to appropriate community resources would be a key part of the proposed new model
Keep targeted groups - Freedom, Esteem	This would be retained in the proposed model
Continue supporting children with additional needs	This would be retained in the proposed model
More support for children excluded from school or at risk of exclusion	This would be retained in the proposed model
Keep parenting courses going	We would offer targeted families parenting courses as part of the new proposed model
Use more volunteers	We would continue to use volunteers and aim to strengthen links further with the community and voluntary sector
Keep links with the rest of children's social care	The existing strong links with children's social care would be maintained in the proposed model
Keep mental health and wellbeing support, such as emotional first aid for parents	This would be retained in the proposed model
Consider families who live in rural areas with limited public transport	Targeted outreach services would be developed according to need, including pop-up drop in groups. There would be potential to do pop up drop in groups if need was identified
Keep access to early learning opportunities	We would link to other locally delivered early learning opportunities and continue to target children entitled to two and three year old funding to ensure they are able to access these opportunities  Home learning outreach would continue to be offered through our parents as first teachers to families depending on need
Consider BAME groups	We would continue to prioritise the support we currently provide to BAME groups through outreach. For example, at the moment we provide parenting groups in the mosque  We would also work closely with the community and voluntary sector to identify any other BAME groups who may be in need of additional support

**Your concerns were as follows.**

Concerns	Response
Reduction of universal services (services available to all families such as Stay and Play sessions) will make early help difficult if families only get support when they are already having issues	<p>The universal health visiting service will continue in its entirety - five mandated contacts in the first three years via the Healthy Child Programme so issues can be identified within all families</p> <p>There are robust links with schools and other voluntary agencies who already refer families in to early help services</p>
Danger of labelling or stigmatising families if all have a targeted service	<p>The new proposed model would be based on a progressive universal service- this means that everyone gets some level of service but the more service you need, the more you get</p> <p>All families will continue to access the Healthy Child Programme via the family hubs, not just those that are targeted</p>
Most children's centres groups are well attended, meaning that families value the service	<p>The proposals to retain certain children's centres as part of the family hub model have been made based on a range of criteria including those that are well used</p>
Potential loss of outdoor education and natural environment experiences such as Nature Play	<p>Nature Play at the current Riverside Children's Centre would continue as a targeted service</p>
Risk of isolation for families and increased risk of postnatal depression due to isolation	<p>As the universal health visiting service supports all expectant and new parents, they will be well placed to identify families new to the area or at risk of isolation and refer to targeted services</p> <p>One of the mandated health visiting contacts is completed at six to eight weeks, where every mother is screened for postnatal illness</p>
Reduction of buildings-decrease accessibility for those unable to drive or poor public transport in the area	<p>One of the criteria for retaining buildings is that they are close to public transport eg, train stations</p> <p>The move away from a primarily buildings based provision allows us to deliver services more accessibly using a range of local venues</p> <p>In addition, the proposed model would continue to enable families who need a service to receive it at home, or in a venue near to them</p>

<p>Stay and Play sessions offer informal support to parents</p>	<p>We would maintain links with local community groups with the aim of ensuring that the informal support to parents would continue to be offered such as for community playgroups seeking support about parenting, we would offer information and advice</p> <p>We would also develop a directory of resources which will include local organisations offering universal and targeted support. We would use this to signpost children, young people and families to the support they need in the wider community</p> <p>The intention would be to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic</p>
<p>Reduction in funding for voluntary sector such as Family Friends</p>	<p>We would continue to maintain close connections with the voluntary sector to ensure we make the best use of limited resources. This is in line with how we currently support the voluntary sector</p>
<p>Non council play sessions or music groups can be expensive</p>	<p>We would support targeted families to access play sessions or music groups if necessary</p>
<p>Waiting times for Child and Adolescent Mental Health Services (CAMHS) and Wellbeing services</p>	<p>We would continue to work closely with CAMHS transformation work in order to reduce wait times. In addition, our work with the CCG has meant the development of a 'getting help' team - a team for children and young people with emerging mental health issues. This team would be accessed via the family hubs</p>
<p>Losing well trained and experienced staff</p>	<p>Although there would be a reduction in staffing, the new model would aim to retain the experience, talent and skills of the existing workforce</p>
<p>Provision for army families</p>	<p>The provision for army families would continue</p>

# What are the principles behind the proposed Family Hub Service?

## The key principles underpinning the proposed model

- Delivering a service that has a whole family focus, through the provision of multi-disciplinary family hubs situated across the borough. There would be a strong emphasis on mental health and relationship support including integration of all early help services such as education, health and the voluntary sector.
- Predominantly supporting targeted vulnerable families across the age range of 0 to 19 years (or age 25 years where young people have learning difficulties and/or disabilities), so that the needs of families can be coordinated in one place, regardless of the ages of their children.
- Adopting a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location. This means some services would be delivered at main Family Hub Service sites or sub-venues but other services would be delivered via outreach in collaboration with partners and the community.
- At an early stage, working in partnership with children, young people and families by supporting them to be more resilient, and by offering the right support at the right time and in the right way, so that improvements in their lives can be sustained.
- Enabling children, young people and families needing our support to tell their story only once.
- In response to community concerns about knife crime and county lines activities, delivering the youth service on an outreach basis in partnership with the Police and Community Safety, with activity in specifically targeted areas where issues have been identified.
- Accepting referrals into the family hubs via the Single Point of Access (SPA) and undertaking a triaging exercise to ensure those most in need are prioritised, which would reduce current waiting times for accessing services.
- Working with the community and voluntary sector, including parent groups, to support them to deliver universal services where children's centre and youth centre provision is reduced.



# How would the proposed Family Hub Service be implemented if agreed?

The table below sets out what we would do to implement an integrated Family Hub Service.

Activity	Details	Benefits and impact
<p><b>Continue to deliver universal health provision</b></p>	<p>There would be no changes to the universal health provision that is currently delivered. This includes:</p> <p>Full Healthy Child Programme, offering every family five health reviews in the first three years (crucial first 1000 days) of their child’s life and a range of support services in the community – drop-in clinics, new baby groups</p> <p>School nursing service which provides support with long term conditions and universal support for pupils in school</p> <p>Home visiting support for families whose child is developmentally delayed, socially isolated or living with other vulnerabilities</p>	<p>Health services were rated as one of the most popular services delivered by children’s centres in the stage one public consultation exercise</p> <p>All families would still be able to access universal health support to give their children the best start in life</p>
<p><b>Deliver outreach work more flexibly and in a greater number of locations to reach people who are not currently accessing provision</b></p>	<p>We would extend our outreach work and focus on delivering services in the community, rather than at a specifically designated children’s centre or youth centre</p> <p>This would enable us to engage more with hard to reach groups by delivering programmes from a range of local venues such as schools, leisure and community centres, partner properties and other community locations</p>	<p>The intention is to increase the amount of outreach work we do by freeing up staff from the management and maintenance fixed assets, such as buildings</p> <p>This approach would strengthen the focus on the most deprived areas with the highest level of need. It would also mean we are better able to reach those families who are not currently accessing our services</p> <p>It would also enable us to move away from the traditional delivery of youth services - drop-in sessions at a centre which have proven less and less popular over recent years, towards a more flexible approach whereby we take services to the young people, where this is needed most. This should lead to increased engagement with those more vulnerable children and young people</p>



<p><b>Reduce the number of fixed sites used by early help services from 22 to 10</b></p>	<p>By delivering more services through outreach and other community venues, we would be less reliant on children’s centre and youth centre buildings</p> <ul style="list-style-type: none"> <li>• Detailed analysis of current usage of children’s centres has enabled us to identify which centres could be closed with the least impact. We propose to maintain those centres that are:</li> <li>• well used by residents</li> <li>• best equipped to meet the future needs of the service</li> <li>• located close to areas of relative deprivation</li> <li>• well-placed for public transport or with good parking facilities</li> <li>• wheelchair and pushchair accessible</li> <li>• able to offer good value for money in terms of rental costs</li> <li>• Aligned with the RBWM new climate/ environmental strategy</li> </ul> <p>This would save resources in terms of the reduced running costs of managing ten sites rather than 22</p>	<p>We would deliver the Family Hub Service in a number of different ways- not just focused on centres or buildings. This would mean we could deliver services where they are needed</p> <p>This would mean a reduction in the number of fixed sites we use for service delivery and a reduction in the delivery of universal provision (not including universal health provision which will continue as it currently does). It would however mean that we are able to deliver services that better meet the needs of our most vulnerable families</p> <p>It could also mean that families or young people whose nearest children’s centre or youth centre is proposed for closure may have further to travel to visit a centre. However, it may also mean families or young people have to travel less distance as services would be delivered to them</p> <p>We would mitigate against any negative impact of these changes by:</p> <ul style="list-style-type: none"> <li>• adopting a new, more responsive and flexible service</li> <li>• providing more services through outreach at alternative venues in the community</li> <li>• working more closely with community and voluntary sector groups</li> <li>• signposting young people or families who may no longer be able to access universal services to alternative provider</li> </ul> <p>As part of the initial consultation we have already asked users views on which services they most value and we would prioritise these when putting together the service offer for 2020/21 and beyond</p>
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<p><b>Deliver a wider range of services for families coordinated from the remaining centres which prioritises those most in need</b></p>	<p>For the remaining buildings we would coordinate a more family-focused offer, by bringing together a range of services, for example, health services, family support, support for childminders, and responsive outreach</p> <p>As part of this we would continue to deliver the specific services and groups for children with additional needs and their families, for women at risk of or living with domestic abuse, for first time or young or vulnerable parents, for families involved in statutory social care, for care leavers including those who are parents, for childminders and the children in their care, for parents in need of mediation or support with parental conflict, and for parents with poor mental health</p>	<p>Although the proposals in this consultation would result in a reduced universal early help offer, we propose to mitigate against some of the impact by bringing more services together in a more coordinated way, thereby enabling families to access more of the support they would most benefit from</p> <p>This would mean that those needing targeted support such as information about domestic abuse and health guidance, would be more likely to access it</p> <p>Where specific issues arise in particular areas, for example, a rise in knife crime, we would deliver targeted support in that area which would be accessible for all</p>
<p><b>Strengthen partnerships with local community and voluntary groups</b></p>	<p>We would work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run sessions that could be accessed by any children, young people and families. We would provide advice and guidance to enable them to establish sessions. This could include supporting parents to deliver sessions and/or support themselves where possible</p> <p>We would also develop a directory of resources which will include local organisations offering universal and targeted support. We would use this to signpost children, young people and families to the support they need in the wider community</p> <p>The intention would be to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic</p>	<p>Local community and voluntary sector organisations could deliver some of the universal services that are not proposed as part of the new model, thereby ensuring all families are able to access some level of provision</p> <p>By providing advice and guidance to these groups, we would be equipping the local community with greater knowledge and skills</p>

## What would the Family Hub Service look like?

If approved, the proposed model would bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need from one family hub. This does not mean residents would get all the support they need from one building. The Family Hub Service would act as a single point to coordinate services for vulnerable families.

The proposed model would aim to establish two main family hubs that would act as coordination sites - one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both areas. The main hubs would be the larger centres where the majority of our Family Hub Service workforce would be based. The sub-venues would be the other sites where we deliver Family Hub Services, but where there is only limited office space for our staff. The Family Hub Service would be delivered from these sites, community venues, in people's homes and via other outreach in the community.

The proposed Family Hub Service offer at the end of this document provides more detail about what the service would look like in practice.

## How would the Family Hub Service be staffed?

We will develop a final proposed Family Hub Service model shaped by feedback from both public consultations. If this final model was then approved at Cabinet, we would undertake a review of staffing to ensure that the staff model aligns with the Family Hub Service approach.

The Family Hub Service would see a move from three separate teams (children's centres, family resilience and youth services), each with their own management structure, priorities and specific roles, to a hub team which would have a range of skills and expertise but seek to work to meet the needs of the whole family.

This would require change to the service which would involve all members of staff and we would expect a reduction in staffing numbers. This is because we would require a smaller number of workers as the focus would be on need rather than maintaining poorly- attended drop in sessions or maintaining buildings. However we would aim to retain the talent, skills and experience of our specialist workers.

The final details of these staffing changes will not be finalised until the whole proposed model has been approved.



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## How and where would the Family Hub Service be delivered?

One of the reasons for suggesting the Family Hub Service would be to move away from the traditional model whereby children, young people and families have to travel to a specific centre. Instead we would look to deliver services to those in need wherever they are. This could mean at a main Family Hub or sub-venue, in a community venue, or in the family home. As such, we have considered all existing service delivery sites and made proposals for how those sites could be used going forward.

We have a number of criteria against which we have reviewed the current sites. Although proposals have been suggested, we really want input from the public before a final model is proposed to Cabinet. The results of the second stage of the consultation will shape the final proposals that will then be considered by Cabinet in October 2020.

We are proposing to retain sites that meet a number of the following criteria.

- Well used
- Best equipped to meet the future needs of the service
- Located close to areas of relative deprivation
- Well-placed for public transport or with good parking facilities
- Wheelchair and pushchair accessible
- Able to offer good value for money in terms of rental costs
- Aligned with the Windsor and Maidenhead new climate and environmental strategy

We are proposing to discontinue leases on sites that meet a number of the following criteria:

- are situated in areas where they are no longer the most needed
- are too small or too expensive to run and are not equipped to meet the future needs of the service or the council's climate priorities
- are under-used compared to other centres
- are unable to offer additional service such as health clinics, due to lack of space or lack of accessibility
- potential to be used by parents, community or voluntary groups to deliver sessions independently due to suitability of the site

The following table provides a summary of which sites could be retained and which could be discontinued (subject to the second stage of the consultation), based on the criteria outlined above, along with some key information about each site. However, whilst some service delivery could take place in the sites that are recommended for retention, the key principle of this model is that services would be delivered in a range of venues across the borough, coordinated by staff operating out of these sites.

Please also note that the references to distances between different sites and between sites and public transport have been made based on directions from postcode to postcode on foot using Google Directions. Councillors have also checked some of these distances as part of their visits to each centre.

<b>Building</b>	<b>Proposed action</b>	<b>Preliminary Rationale</b>
<b>Children's centres</b>		
<b>Datchet Children's Centre SL3 9EJ</b>	Retain as sub-venue in Windsor	Meets the accommodation requirements for the proposed Family Hub model, close to areas of relative deprivation, good transport links - 200 feet to nearest train station, accessible facilities, low rental cost, high footfall
<b>Larchfield Children's Centre SL6 2SG</b>	Retain as sub-venue in Maidenhead	Meets the accommodation requirements for the proposed Family Hub model, close to area of relative deprivation, good transport links - 0.9 miles to nearest train station, accessible facilities, low rental cost, high footfall
<b>Manor Children's Centre and Youth Centre SL4 5NW</b>	Retain as sub-venue in Windsor	Meets the accommodation requirements for the proposed family hub model, close to area of relative deprivation, accessible facilities, high footfall
<b>Poppies Children's Centre SL4 4XP</b>	Retain as sub-venue in Windsor	Meets the accommodation requirements for the proposed Family Hub model, well positioned for targeted interventions on the army estate, accessible facilities, high footfall
<b>Riverside Children's Centre SL6 7JB</b>	Retain as main family hub in Maidenhead	Meets the accommodation requirements for the proposed Family Hub model, central location, good transport links- within 0.6 miles of nearest train station, accessible facilities, high footfall
<b>Eton Wick Children's Centre SL4 6JB</b>	Discontinue lease	Limited space available making it unsuitable for future use; no designated disabled parking, low footfall
<b>Pinkneys Green Children's Centre and Youth Centre SL6 5HE</b>	Discontinue lease	Limited space available making it unsuitable for future use, close to other provision - Marlow Youth Centre and Riverside Children's Centre both within 1.6 miles, potential interest from local voluntary and community groups to deliver services at the site, low footfall at youth service sessions
<b>The Lawns Children's Centre SL4 3RU</b>	Discontinue lease	Limited space available making it unsuitable for future use, only open during term-time, close to other provision - Manor Children's Centre and Youth Centre within 0.5 miles, access via a footbridge - wheelchair users and those with mobility issues may need help to access
<b>Woodlands Park Village Centre Children's Centre SL6 3GW</b>	Discontinue lease	Limited space available making it unsuitable for future use, limited transport links - 2.7 miles away from nearest train station, potential interest from local voluntary and community groups to deliver services at the site

<b>Building</b>	<b>Proposed action</b>	<b>Preliminary Rationale</b>
<b>Children's centre satellite sites</b>		
<b>Low Ropes Activity Course at Beech Lodge SL6 6QL</b>	Retain as sub-venue	No other similar provision available locally, could be used for targeted , no rental cost- low maintenance cost
<b>Maidenhead Nursery School SL6 7PG</b>	Retain as sub-venue	Meets the accommodation requirements for the proposed family hub model, good transport links - nearest train station within 0.2 miles, accessible facilities, no rental cost
<b>South Ascot SL5 9EB</b>	Retain as sub-venue	Meets the accommodation requirements for the proposed family hub model, good transport links - nearest train station within 0.3 miles, accessible facilities, low rental cost
<b>Old Windsor SL4 2PX</b>	Discontinue lease	Limited space available making it unsuitable for future use, limited transport links - nearest train station is two miles away, low footfall
<b>Wraysbury Village Hall TW19 5NA</b>	Discontinue lease	Limited space available making it unsuitable for future use, low footfall
<b>Youth centres</b>		
<b>Marlow Road Youth Centre SL6 7YR</b>	Retain as sub-venue in Maidenhead	Meets the accommodation requirements for the proposed Family Hub model, good transport links - nearest train station is within 0.6 miles, high footfall
<b>Windsor Youth Centre SL4 3HD</b>	Retain as main Family Hub in Windsor	Meets the accommodation requirements for the proposed Family Hub model, good transport links - nearest train station is within 0.7 miles, external hires ensure that the centre runs as cost neutral, high footfall
<b>Charters Youth Centre SL5 9QY</b>	Discontinue lease	Limited space available making it unsuitable for future use, school has requested site reverts back to school use, low footfall
<b>Datchet Youth Centre SL3 9HR</b>	Discontinue lease	Limited space available making it unsuitable for future use, close to other provision - within 0.4 miles of Datchet Children's Centre, low footfall
<b>Eton Wick Youth Centre SL4 6LT</b>	Discontinue lease	Limited space available making it unsuitable for future use, high rental cost, low footfall
<b>Larchfield Youth Centre SL6 4BB</b>	Discontinue lease	Limited space available making it unsuitable for future use, close to other provision - within 0.4 miles of Larchfield Children's Centre, steadily reducing footfall
<b>Other sites</b>		
<b>Maidenhead Project Centre, Reform Road SL6 8BY</b>	Discontinue lease and staff move sites	Limited space available making it unsuitable for future use; potentially part of Windsor and Maidenhead regeneration plans, high rental cost
<b>Outdoor provision in Hurley SL6 5ND</b>	Transfer to community provider to maintain	Limited space available making it unsuitable for future use, potential interest from a community provider to maintain the provision - would seek access for targeted groups as part of new arrangement

## How can you get involved?

There are a number of ways to get involved in the second stage of the consultation.

- Complete the eight week online survey having read the background information contained in this document and the FAQs which can be found on the AfCInfo page: ADD LINK (paper copies of the survey can be requested via the dedicated inbox set up for the consultation: familyhubs@achievingforchildren.org.uk). The survey will be open from Thursday 23 July until Thursday 17 September 2020.
- Submit a question, query or comment to the dedicated inbox set up for the consultation at: familyhubs@achievingforchildren.org.uk.
- Request an invite to attend a virtual drop in session via the dedicated inbox set up for the consultation: familyhubs@achievingforchildren.org.uk. The dates and times are:
  - **Friday 7 August 2020, 5 to 6pm**
  - **Friday 21 August 2020, 1 to 2pm**
  - **Friday 4 September 2020, 9 to 10am**
  - **Monday 14 September 2020, 3 to 4pm**

To ensure we gather the views of as many residents as possible we will be:

- publicising the survey on the Achieving for Children and Windsor and Maidenhead Council websites, on the associated social media accounts, and via any regular newsletters going to residents during the period of the consultation
- directly emailing a link to the survey to all registered children's centre users who have provided an email address
- directly emailing voluntary and community sector organisations and any other relevant groups in the local area to ask for their help in distributing the link to the survey and asking them to complete it themselves. This will include parent groups and established support groups for traditionally hard to reach groups including those from the BAME community and children, young people and families with special educational needs and disabilities
- directly emailing all relevant Parish Councils to ask for their help in distributing the link to the survey and asking them to complete it themselves
- directly emailing local doctor surgeries and churches to ask for their help in distributing the link to the survey and asking them to complete it themselves
- asking our youth workers to individually engage with young people who use youth centres to encourage them to take part in the consultation
- including information about the survey in schools news to ask our schools to encourage their pupils to participate
- holding awareness raising sessions with key stakeholder groups such as Parents and Carers in Partnership for Windsor and Maidenhead (PaCiP), Asian Women's Group, and other groups that support families that could be considered vulnerable
- asking attendees at our universal health clinics (which are due to restart in June 2020) to complete the survey

## What will be the next steps after the second stage of the consultation?

Once the second stage of the consultation is completed, we will take time to analyse the feedback and responses we have received. This will be considered, along with the feedback from the first stage of the consultation, and on the basis of this, we will develop the final Family Hub Service model proposal which will be considered by Cabinet in October 2020.

Should this be approved, then we would begin the implementation. This would involve taking action with regard to the sites we would retain and those for which we would discontinue the leases for. We would also review the staffing model to ensure it aligns with the new model.

We would aim to have the new model in place by March 2021.





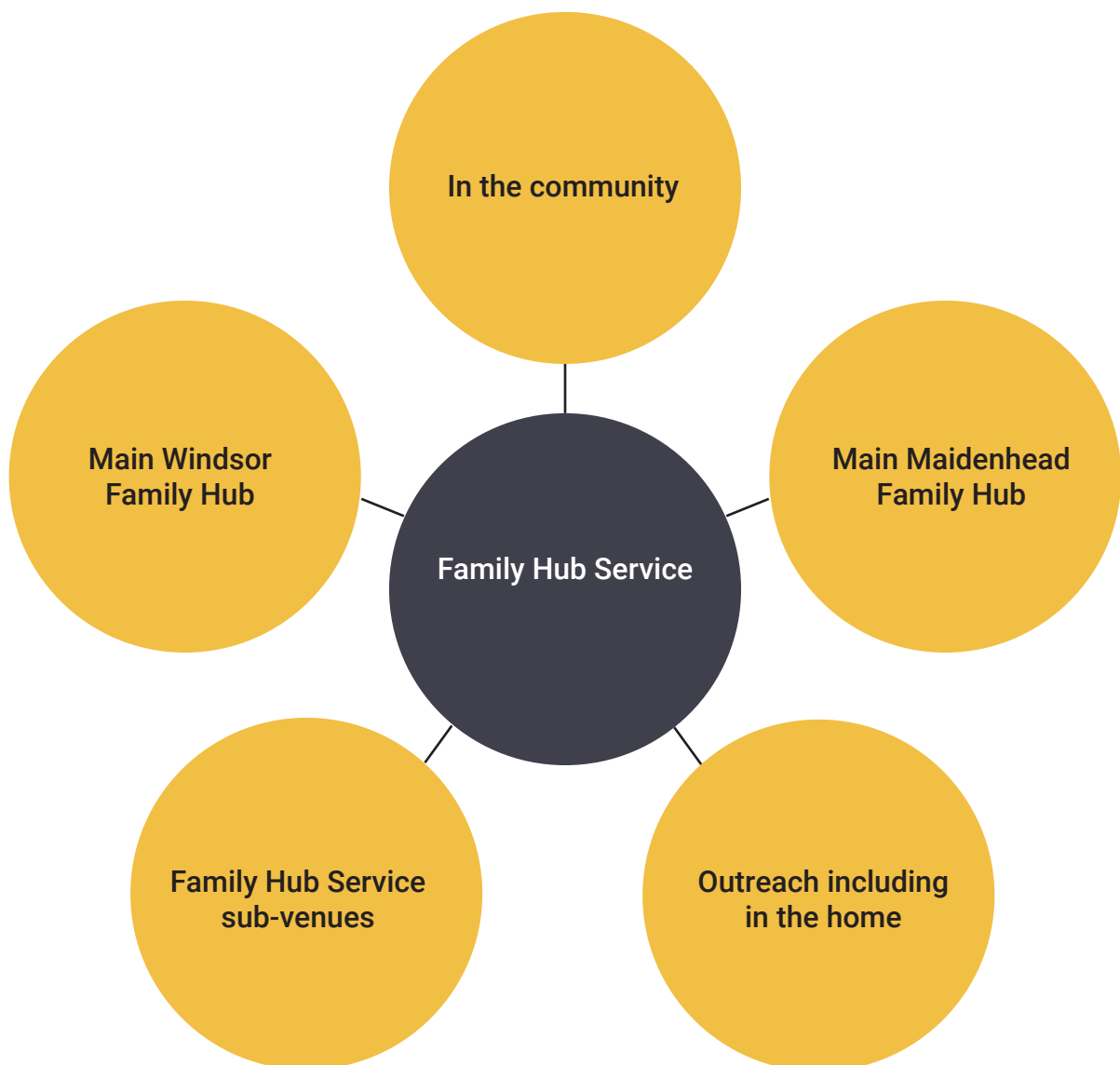
# Example: the Proposed Family Hub Service Offer

The information below sets out an example of what the service offer would look like if the proposed Family Hub model was agreed and implemented. Please note - no decision has been made at this stage - this information is designed to help respondents understand what the preferred model would look like in practice, if a future decision was made to adopt the model.

## Service delivery

The proposed model would bring together services being run by children’s centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need from one family hub. This does not mean residents would get all the support they need from one building - the Family Hub Service would act as a single point to coordinate services for vulnerable families.

The proposed model would aim to establish two main Family Hubs that would act as coordination sites - one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both areas. The main hubs would be the larger centres where the majority of our Family Hub Service workforce would be based. The sub-venues would be the other sites where we deliver Family Hub Services but where there is only limited office space for our staff.



The Family Hub Service would deliver a full programme of activities in various venues across their community area including universal health provision, school nursing, specific sessions and groups for targeted vulnerable families, parenting support, and opportunities for early years learning and development by continuing to host a range of activities and groups from the independent and private sector.

The universal health provision would enable us to identify families who need additional help and offer them targeted support at an earlier stage. Families with a low level of need would be signposted to other appropriate groups or service providers in their area who could provide support (not including universal health visiting services which would remain accessible to all). This would free up resources to enable the Family Hub Service to strengthen the focus on families with the greatest need.

The one-to-one offer would provide parents and carers with specialised support tailored to their individual needs and the needs of their family. A skilled and knowledgeable worker would work with the family, drawing upon a variety of evidence-based practice, including parenting, using a solution focused approach that would meet a range of identified complex needs. One-to-one interventions could include, but would not be limited by:

- support for women recovering from or in abusive relationships
- support for families who are isolated or depressed or have any other physical or mental health issues
- support for families in poverty, providing benefits advice and essential resources i.e. food, school uniform in partnership with local charities
- support for children who are developmentally delayed, or whose parents struggle to connect or play with them

A range of approaches would be used such as listening, advocacy; advice and information, motivation, signposting, positive communication, enabling, building self-confidence and self-esteem, building resilience and encouraging families to access appropriate services.

This could also include direct work with young people who are at risk of homelessness. The worker would be the single point of contact for the family and would bring together a range of agencies to ensure the multiple and complex issues and barriers the family are facing are addressed and that the parent or child is at the centre of the process. The worker would ensure the child has a voice and that their views and wishes are always taken into consideration.

As part of the implementation, we would review our programme of activities to ensure that where possible, we are able to continue those sessions that support groups most in need or those that are traditionally considered hard to reach.

Our youth service would continue to prioritise supporting more vulnerable young people on a one-to-one basis such as those that are: involved with statutory children's social care services, engaging in risky behaviours such as substance misuse, with low self-esteem or at risk of becoming engaged in criminality. The service would also continue to support participation and engagement of children and young people, including those in care and those leaving care through the Children in Care Council (Kickback), and deliver parent, carer, professional workshops on child sexual exploitation, gangs, substance misuse and online safety, and would also provide outreach to identified hotspots in the borough, as the need is identified. In terms of universal services, the proposal is to carry on delivering sessions and workshops to pupils in partnership with our local schools.

Whilst the expertise and specialism of each service will remain, the delivery would be brought together to best match the needs of the local community.

## Location

Services would be delivered from:

- a main family hub (one in Windsor and one in Maidenhead) - larger sites where the majority of our Family Hub Service workforce would be based
- a family hub sub-venue (multiple across Windsor and Maidenhead) - other sites where we deliver Family Hub Services but where there is only limited office space for our staff.
- In the community (such as in a church hall, library or cafe)
- Outreach (such as in someone's home; at an identified hotspot)

Delivery would be less focused on one particular location but rather targeted at where the need is greatest. Family Hubs and Family Hub sub-venues would be used for some service delivery but much would take place in the community or via outreach. This would allow the service to be more flexible and responsive to what families really need.

## Programmes

The Family Hub Service would coordinate and deliver a wide range of programmes and activities that focus on building resilience in children, young people and families. Examples are included in the table below:

Universal	Preventative	Targeted	Specialist
Full health visiting 'Healthy Child' programme	One-to-one baby massage for parents at risk of postnatal depression	Triple P (positive parenting Programme)	Freedom programme for victims of domestic abuse
School Nursing "National Childhood Measurement Programme"	Access to 'Baby Incredible Years' course for young or vulnerable mums of young babies	Esteem groups for young people who are unable to access mainstream youth or leisure services	Joey Nurture group for young children at risk of exclusion
Access to Health Visitor run new baby 'Nurture groups'	Family Links groups for Asian families	Parents as First Teachers home learning support	'Valu' programme for young people using drugs and alcohol

As well as access to the evidenced based parenting groups, the Family Hub Service would offer groups that respond to the needs of the local community. The priority groups would be agreed locally and based on need but could include young parents, service families, first time vulnerable parents, domestic abuse and support with language and development.

Locally, the model could look as follows (this is based on the proposed model of 10 buildings with some reduction in staffing. As the service will be demand-led, the figures included are only an indication of activity and are based on current demand and population):

Area	Activity
<b>Maidenhead and surrounding area:</b> Woodlands Park, Cox Green, Larchfield, Cookham, Holyport, Hurley, Boyn Hill, Pinkneys Green	<ul style="list-style-type: none"> <li>• Up to 58 families would be supported via one-to-one intensive work.</li> <li>• Up to two evidenced based parenting groups would be established.</li> <li>• Up to two priority groups would be determined locally</li> </ul>
<b>Windsor and surrounding areas:</b> Eton Wick, Old Windsor, Wraysbury, Oakley Green, Dedworth, Clewer	<ul style="list-style-type: none"> <li>• Up to 58 families would be supported via one-to-one intensive work</li> <li>• Up to two evidenced based parenting groups would be established</li> <li>• Up to two priority groups would be determined locally</li> </ul>
<b>Ascot and surrounding areas:</b> Sunninghill, Sunningdale.	<ul style="list-style-type: none"> <li>• Up to 32 families would be supported via one-to-one intensive work.</li> <li>• One evidenced based parenting group would be established</li> <li>• One priority group would be determined locally</li> </ul>

## Staffing

We would have fully integrated teams working within our Family Hub Service. This would likely include: family hub leads, family hub coordinators, family hub support workers, family coaches, and youth workers (please note the details of the staffing model would not be finalised until after the second stage of consultation).

The staff would work as a team to support the needs of the whole family with input from other key stakeholders, including health visitors.



## Equality Impact Assessment (EIA) Form

Please use in conjunction with the [EIA toolkit](#), which has been designed to guide you through completing your EIA form.

<b>Service Area:</b>	Children and Health Services/ Early Help Services
<b>Name of service/policy/project being assessed:</b>	Transforming Community Services- Family Hub Service
<b>Officer leading on assessment:</b>	Henry Kilpin, Head of Strategy and Programmes and Achieving for Children Equalities Lead
<b>Other officers involved:</b>	Rachael Park-Davies, Communities Service Manager; Lin Ferguson, Director of Children's Social Care (DCSC); Kevin McDaniel, Director of Children's Services; Elaine Browne, RBWM Head of Law and Deputy Monitoring Officer; Mary Severin, Monitoring Officer

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### 1. Briefly describe the service/policy/project:

#### Introduction

Achieving for Children, who are commissioned to deliver Children's Services on behalf of the Royal Borough of Windsor and Maidenhead Council, undertook a review of existing early help services in response to the government's Life Chances agenda and the All Party Parliamentary Group report on the future of children's centres: <https://democracy.leeds.gov.uk/documents/s150825/app%25208%2520appg%252>

The intention was to better understand the developing approach to children's centre and youth centre service delivery. Based on this, a preferred model has been developed which, if approved, will see services reorganised into a Family Hub Service model. This approach aligns with national

and regional evidence, including the report noted above, and will enable the service to effectively meet the needs of the most vulnerable children, young people and families, whilst also providing value for money.

This model is preferred because it will deliver a number of benefits in Windsor and Maidenhead including the opportunity to:

- Strengthen the focus on children, young people and families who most need support through early intervention, in order to increase family resilience and reduce the need for statutory social care involvement. This will contribute to reducing the time that vulnerable families who need support have to wait for a service, but are unable to access it in a timely way through the current model.
- Build on the success of the Healthy Child Programme by continuing to deliver a universal Health Visiting Service that can be accessed by all families (for the purpose of this report, please note that universal health visiting is funded through the public health grant and not from the same funding stream as children's centres and youth centres and as such, this funding will be unaffected by this proposal).
- Move away from traditional models of service delivery focused on particular static sites with lots of fixed assets that require maintaining. Based on our experience of service delivery in RBWM and the data available to us, this is no longer considered effective at engaging vulnerable groups and so the preferred option is to move to a more flexible and responsive approach that brings services to those who need them i.e. outreach in the community and in the home. The 2019 Local Transformation Partnership survey found that 68% of young people would seek health and wellbeing support from someone in their family in the first instance. The needs of families are not static and often fluctuate over time. It is therefore essential that the proposed model is able to respond to these needs in a new way, so that families are not expected to travel across the borough to access services.
- In line with the above point, set up flexible and time limited outreach services on a smaller, more local scale, when intelligence suggests this is required in particular areas, e.g. work on knife crime.
- Support local communities so that they can develop universal provision in particular areas by providing advice and guidance on the effective delivery of services to children, young people and families and by working with them to identify potential sites that could be used for service delivery, should leases for particular buildings be discontinued.
- Deliver better impact for families from the £3.5m that will still be spent on early help services as the hub model would allow the discontinuing of leases on buildings in the early help portfolio that are no longer fit for purpose and will enable a staff remodelling which will better align with the proposed approach.

**Background to the decision- UPDATED NOVEMBER 2020**

A report setting out proposals relating to early help services in Windsor and Maidenhead was considered at Cabinet on 30 April 2020 and agreed by Councillors. This decision was subject to call-in and then the report was taken to the Overview and Scrutiny Panel on 14 May 2020. It was resolved at the Overview and Scrutiny Panel that:

1. It be noted that the Head of Law had reviewed the Cabinet's decision made on April 30th, what had been said at the Overview and Scrutiny Panel meeting on May 14th, and the reasons for the call in, and had concluded that the decision complied with the law and did not conflict with the Council's Access For All policy;
2. The Cabinet paper of April 30th will be brought back to Cabinet in June setting out a consultative pathway;
3. The results of a further consultation process and recommendations for a decision will be brought to the Cabinet in July or August.

It was agreed at the Cabinet meeting on 28 May 2020 that the report would be 'put aside' and re-presented to Cabinet on 25 June 2020 to allow time for the further details required for clarity of the next steps to be added. As part of this, the EIA was revisited and re-drafted to take into account the new report that was considered at Cabinet in June. At this meeting, Cabinet agreed for a further consultation exercise which has now been completed. The findings from the consultation have shaped the final proposals which will be considered by Cabinet on 26 November 2020. If this was then approved, implementation of the new model would be in early 2021.

**Proposed service delivery**

As set out previously, the preferred model is to bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need from one Family Hub. It is important to emphasise however that this does not mean that residents will get this support from one building. Alternatively the Family Hub Service model will act as a single point to coordinate services for vulnerable families.

The preferred model is to establish two main Family Hubs - one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both Windsor and Maidenhead. Children's centre services and youth services will be delivered from these venues, other community venues, in people's homes and via other outreach in the community.



The key principles underpinning the preferred model include:

- Delivering a service that has a whole family focus, through the provision of multi-disciplinary Family Hubs situated across the borough. There will be a strong emphasis on mental health and relationship support including integration of all early help services such as education, health and the voluntary sector.
- Predominantly supporting targeted vulnerable families across the age range of 0-19 years (or age 25 years where young people have learning difficulties and/or disabilities), so that the needs of families can be coordinated in one place, regardless of the ages of their children.
- Adopting a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location. This means some services will be delivered at 'hub sites' but other services will be delivered via outreach in collaboration with partners and the community.
- At an early stage, working in partnership with children, young people and families by supporting them to be more resilient, and by offering the right support at the right time and in the right way, so that improvements in their lives can be sustained.
- Enabling children, young people and families needing our support to tell their story only once.
- In response to community concerns about knife crime and County Lines activities, delivering the youth service on an outreach basis in partnership with the Police and Community Safety, with activity in specifically targeted areas where issues have been identified.
- Accepting referrals into the Family Hub Service via the Single Point of Access (SPA) and undertaking a triaging exercise to ensure those most in need are prioritised, which will reduce current waiting times for accessing services.
- Working with the community and voluntary sector, including parent groups, to support them to deliver universal services where children's centre and youth centre provision is reduced.

The Family Hub Service will deliver a programme of services in various venues across their community area including universal health provision; school nursing; specific sessions and groups for vulnerable families; parenting support; and opportunities for early years learning and development by continuing to host a range of activities and groups from the independent and private sector.

Through the first stage of consultation with residents and stakeholders we have learned that respondents see the key priority as one to one work with families, particularly those with younger children or children with additional needs. Building community resilience was also a common theme and so we will ensure that this is an integral aspect of the model. By building community resilience and maintaining the 0-5 Healthy Child Programme, it is anticipated that families who need additional support will be identified and offered support at an early stage.

As part of the implementation, we will review our programme of activities to ensure that where possible, we are able to continue those sessions that support groups most in need, for example, groups for parents with children with additional needs and targeted sessions for hard to reach Black, Asian and Minority Ethnic (BAME) families in the community.

Our youth service will continue to prioritise supporting more vulnerable young people on a 1-1 basis such as those that are: involved with statutory children's social care services; engaging in risky behaviours; or with low self-esteem or mental health issues. The service will also continue to support participation and engagement of children and young people, including those in care and those leaving care, and deliver parent/ carer/ professional workshops on child sexual exploitation, gangs, substance misuse and online safety, and would also provide outreach to identified hotspots in the borough, as the need is identified. In terms of universal services, the proposal is to carry on delivering sessions and workshops to pupils in partnership with our local schools. This aligns with the findings from the 2019 East Berkshire Local Transformation Plan survey which was carried out to better understand children's mental health and wellbeing. The survey found that 47% of young people would value support after school, and 14% before school. This finding will inform our future provision.

Whilst the expertise/specialism of each service will remain, the delivery will be integrated to best match the needs of the local community. To achieve an integrated Family Hub Service model we would propose to:

Activity	Details	Benefits and impact
Continue to deliver universal health provision	There are currently no planned changes to the universal health provision that is delivered. This includes:	Health services were rated as one of the most popular services delivered by children's centres in the stage one public consultation exercise.

	<ul style="list-style-type: none"> <li>● Full Healthy Child Programme, offering every family 5 health reviews in the first 3 years (crucial first 1000 days) of their child's life and a range of support services in the community, i.e. drop in clinics, new baby groups.</li> <li>● School Nursing Service which provides support with long term conditions and universal support for pupils in school.</li> <li>● Home visiting support for families whose child is developmentally delayed, socially isolated or living with other vulnerabilities.</li> </ul>	<p>All families will still be able to access universal health support to give their children the best start in life.</p> <p>Drop in clinics will be delivered at the same frequency i.e. five times a week, but locations and timings may change following the review of sites. We will however ensure that clinics are delivered in accessible locations and new timings and locations are communicated effectively to our families.</p> <p>Going forward, there may be further changes to how we deliver services but the universal offer that is accessible to all will remain.</p> <p>It is worth noting that that is currently some disruption to our health service provision due to COVID-19. We will continue to follow Public Health guidance in terms of the delivery of these services.</p>
<p>Deliver outreach work more flexibly and in a greater number of locations to reach people who are not currently accessing provision.</p>	<p>We will extend our outreach work and focus on delivering services in the community, rather than at a specifically designated children's centre or youth centre.</p> <p>This will enable us to engage more with hard to reach groups by delivering programmes from a range of local venues such as schools, leisure and community centres, partner properties and other community locations.</p>	<p>The intention is to increase the amount of outreach work we do by freeing up staff from the management and maintenance fixed assets, such as buildings.</p> <p>This approach will strengthen the focus on the most deprived areas with the highest level of need. It will also mean we are better able to reach those families who are not currently accessing our services.</p> <p>It will also enable us to move away from the traditional delivery of youth services i.e. drop in sessions at a centre which have proven less and less popular over recent years),</p>

		towards a more flexible approach whereby we take services to the young people, where this is needed most. It is anticipated that this will lead to increased engagement with those more vulnerable children and young people.
Reduce the number of designated children's centres delivery sites from 13 to eight and youth centres from nine to three (with future use of one site still to be confirmed)	<p>By delivering more services through outreach and other community venues, we will be less reliant on children's centre and youth centre buildings.</p> <p>Detailed analysis of current usage of children's centres has enabled us to identify which centres could be closed with the least impact. We propose to maintain those centres that are:</p> <ul style="list-style-type: none"> <li>● Well used by residents.</li> <li>● Best equipped to meet the future needs of the service.</li> <li>● Located close to areas of relative deprivation.</li> <li>● Well-placed for public transport or with good parking facilities.</li> <li>● Wheelchair and pushchair accessible.</li> <li>● Able to offer good value for money in terms of rental costs.</li> <li>● Aligned with the RBWM new climate/ environmental strategy.</li> <li>● Align with the CAMHS transformation project.</li> </ul> <p>It is estimated for a full year the reduction in sites would reduce costs by £40,000.</p>	<p>This will mean a reduction in the quantity of children's centre and youth centre services that we are able to offer.</p> <p>It will also mean that families or young people whose nearest children's centre or youth centre is earmarked for closure will have further to travel to visit a centre.</p> <p>We will mitigate against some of the impact of these changes by:</p> <ul style="list-style-type: none"> <li>● Adopting a new, more responsive and flexible service.</li> <li>● Providing more services through outreach at alternative venues in the community.</li> <li>● Working more closely with community and voluntary sector groups.</li> <li>● Signposting young people or families who may no longer be able to access universal services to alternative providers.</li> <li>● Offer a range of "drop-in" sessions for parenting advice and advice for young people.</li> </ul> <p>As part of the initial consultation we have already asked users views on which services they most value and we would</p>

		prioritise these when putting together the service offer for 2020-21 and beyond.
Deliver a wider range of services for families coordinated from the remaining centres which prioritises those most in need	<p>For the remaining buildings we will coordinate a more family-focused offer, by bringing together a range of services, for example, health services, family support, support for childminders, and responsive outreach.</p> <p>As part of this we will continue to deliver the specific services and groups for children with additional needs and their families; for women at risk of or living with domestic abuse; for first time or young or vulnerable parents; for families involved in statutory social care; for care leavers including those who are parents; for childminders and the children in their care; for parents in need of mediation or support with parental conflict; and for parents with poor mental health.</p>	<p>Although the proposals in this consultation would result in a reduced universal early help offer, we propose to mitigate against some of the impact by bringing more services together in a more coordinated way, thereby enabling families to access more of the support they would most benefit from.</p> <p>This will mean that those needing targeted support such as information about domestic abuse and health guidance, would be more likely to access it.</p> <p>Where specific issues arise in particular areas, for example, a rise in knife crime, we will deliver targeted support in that area which will be accessible for all.</p>
Strengthen partnerships with local community and voluntary groups	<p>We will work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run universal sessions for children, young people and families. We will provide advice and guidance to enable them to establish sessions accessible by all. This could include supporting parents to deliver sessions and / or support themselves where possible.</p> <p>We will also develop a directory of resources which will include local organisations offering universal and targeted support. We will use this to signpost children, young people and families to the support they need in the wider community. The intention is to make the directory easy to navigate and we will seek to</p>	<p>Local community and voluntary sector organisations could deliver some of the universal services that are not proposed as part of the new model, thereby ensuring all families are able to access some level of provision.</p> <p>By providing advice and guidance to these groups, we will be equipping the local community with greater knowledge and skills.</p>

	provide additional online resources including self-help tools which have become more prevalent during the current pandemic i.e. Solihull Parenting Support and KOOH (mental health support for young people).	
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### Staffing

Should the proposed Family Hub Service be approved we would look to implement a new staffing model that better aligns with the new approach.

The Family Hub Service model would see a move from three separate teams (children’s centres, family resilience and youth services), each with their own management structure, priorities and specific roles, to a ‘Hub Team’ which will have a range of skills and expertise but seek to work to meet the needs of the whole family.

This will require a change to the service which will involve all members of staff and we would expect a reduction in staffing numbers accordingly. This is because the new model will require a smaller number of workers as the focus will be on need rather than maintaining poorly attended drop in sessions or maintaining buildings. However we will aim to retain the talent, skills and experience of our specialist workers, for example those skilled and experienced in working with families where domestic abuse or poor mental health or drug misuse is an issue. The public consultation identified parenting support as a priority need and therefore a workforce with the talent, abilities and experience of delivering this support will be integral to the new model. Research has shown us that “whole family” support leads to improved outcomes for children and young people, including those with disabilities, and this ethos will be a cornerstone of the proposed new model.

The individual details of these staffing changes will be finalised by Achieving for Children as part of the implementation of the change. Initial scoping has indicated that a reduction in the region of 24 FTE including vacancies will result and contribute towards the efficiency target of £600,000 built into the existing budgets. There will be a significant number of changes which will involve all members of the service working to new job descriptions. We estimate about 10 FTE worth of redundancies after allowing for existing vacancies. Details of which will not be known until any process is concluded.

A separate equality impact assessment will be undertaken to understand the impact on staff.

### Sites

As part of the review of early help services and the development of the preferred model, we have considered all existing service delivery sites and made proposals for how those sites could be used going forward.

We have a number of criteria against which we have reviewed the sites. Based on this we made a number of proposals for which to retain and which to discontinue the leases on. Following on from the second stage of consultation, these proposals have now been finalised.

We are proposing to retain sites that meet a number of the following criteria:

- Well used.
- Best equipped to meet the future needs of the service.
- Located close to areas of relative deprivation.
- Well-placed for public transport or with good parking facilities.
- Wheelchair and pushchair accessible.
- Able to offer good value for money in terms of rental costs.
- Aligns with the emerging Council Asset Strategy.

We are proposing to cease using and discontinue leases on some sites designated as children's centres and some sites used as youth centres that meet a number of the following criteria:

- Are situated in areas where they are no longer the most needed.
- Are too small or not cost effective to run and are not equipped to meet the future needs of the service or the Council's climate priorities.
- Are under-used compared to other centres.
- Are unable to offer additional service i.e. health clinics, due to lack of space or lack of accessibility.
- Are potentially able to be used by parents, community or voluntary groups to deliver sessions independently.

The table below provides a summary of which centres we have proposed to retain and which we have proposed to discontinue the lease for and cease using as a children's centre or youth centre. This is based on the criteria set out above and on feedback from the second stage of

consultation. The responses from the consultation for each individual site has been included for information along with the initial and the final proposal.

It is worth noting that whilst some service delivery could take place in the sites that are recommended for retention, the key principle of this model is that services would be delivered in a range of venues across the borough, coordinated by staff operating out of these sites.

Please also note that the references to distances between different centres and between centres and public transport have been made based on directions from postcode to postcode on foot using Google Directions. Councillors Carroll and McWilliams (the relevant Lead Members) have also checked some of these distances as part of their visits to each centre.

Building	Initial proposal	Rationale	Consultation response to proposal	Final proposal
<b>Children's centres</b>				
Datchet Children's Centre SL3 9EJ	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; close to areas of relative deprivation; good transport links- 200 feet to nearest train station; accessible facilities; low rental cost; high footfall.	- 58.7% agree or strongly agree. - 4.6% disagree or strongly disagree. - 24.4% neither agree nor disagree and 12.2% do not know.	Retain as sub-venue in Windsor.
Larchfield Children's Centre SL6 2SG	Retain as sub-venue in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub model; close to area of relative	- 65.2% agree or strongly agree. - 3.3% disagree or strongly disagree.	Retain as sub-venue in Maidenhead.

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		deprivation; good transport links- 0.9 miles to nearest train station; accessible facilities; low rental cost; high footfall.	- 21.6% neither agree nor disagree and 9.9% do not know.	
Manor Children's Centre/ Youth Centre  SL4 5NW	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; close to area of relative deprivation; accessible facilities; high footfall.	- 49.4% agree or strongly agree.  - 1.7% disagree or strongly disagree.  - 35.5% neither agree nor disagree and 13.4% do not know.	Retain as sub-venue in Windsor.
Poppies Children's Centre  SL4 4XP	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; well positioned for targeted interventions on the army estate; accessible facilities; high footfall.	- 48.5% agree or strongly agree.  - 3.8% disagree or strongly disagree.  - 31.4% neither agree nor disagree and 16.2% do not know.	Retain as sub-venue in Windsor.
Riverside Children's Centre  SL6 7JB	Retain as main Family Hub in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub model; central location; good transport links- within 0.6 miles of nearest train station;	- 70.3% agree or strongly agree.  - 5.0% disagree or strongly disagree.	Retain as main Family Hub in Maidenhead.

		accessible facilities; high footfall.	- 16.5% neither agree nor disagree and 8.2% do not know.	
Eton Wick Children's Centre SL4 6JB	Discontinue lease.	Limited space available making it unsuitable for future use; no designated disabled parking; low footfall.	- 24.2% agree or strongly agree. - 1.3% disagree or strongly disagree. - 38.5% neither agree nor disagree and 15.9% do not know.	De-designate as a children's centre and discontinue lease.  The site will be returned to Datchet St Mary's Primary Academy for use by the school.  AfC is currently the only user at the site.
Pinkneys Green Children's Centre/ Youth Centre SL6 5HE	Discontinue lease.	Limited space available making it unsuitable for future use; close to other provision- Marlow Youth Centre and Riverside Children's Centre both within 1.6 miles; potential interest from local voluntary and community groups to deliver services at the site; low footfall at youth service sessions.	- 22.4% agree or strongly agree. - 36.9% disagree or strongly disagree. - 30.7% neither agree nor disagree and 10.1% do not know.	Retain the site but repurpose primarily for the Family Contact Service that will support children in care through one to one work and contact with family members.  The site will be used for some Family Hub Service delivery i.e. weekly health provision and targeted evening youth groups i.e. Esteem. The universal

				youth club will not remain however and the site will be de-designated as a Children's Centre.
The Lawns Children's Centre SL4 3RU	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; only open during term-time; close to other provision- Manor Children's Centre/ Youth Centre within 0.5 miles; access via a footbridge- wheelchair users and those with mobility issues may need help to access.	- 19.4% agree or strongly agree.  - 23.5% disagree or strongly disagree.  - 42.4% neither agree nor disagree and 14.7% do not know.	De-designate as a children's centre and discontinue lease.  We would no longer rent the space (a single room and adjoining kitchen) from the Lawns Nursery School.  AfC is currently the only user at the site.
Woodlands Park Village Centre Children's Centre SL6 3GW	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; limited transport links- 2.7 miles away from nearest train station; potential interest from local voluntary and community groups to deliver services at the site.	- 20.5% agree or strongly agree.  - 33.3% disagree or strongly disagree.  - 34.4% neither agree nor disagree and 11.7% do not know.	De-designate as a children's centre and discontinue lease.  We would no longer rent the space (a room) from the Woodlands Park Village Community Centre.  AfC is not the only user at the site.
<b>Children's centre satellite sites</b>				

Low Ropes Activity Course at Beech Lodge SL6 6QL	Retain as sub-venue.	No other similar provision available locally; could be used for targeted groups; no rental cost- low maintenance cost.	- 57.4% agree or strongly agree. - 1.6% disagree or strongly disagree. - 21.9% neither agree nor disagree and 19.1% do not know.	Retain as sub-venue.
Maidenhead Nursery School SL6 7PG	Retain as sub-venue.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station within 0.2 miles; accessible facilities; no rental cost.	- 63.1% agree or strongly agree. - 1.0% disagree or strongly disagree. - 20.3% neither agree nor disagree and 15.4% do not know.	Retain as sub-venue.
South Ascot SL5 9EB	Retain as sub-venue.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station within 0.3 miles; accessible facilities; low rental cost.	- 41.0% agree or strongly agree. - 1.8% disagree or strongly disagree. - 38.0% neither agree nor disagree and 19.3% do not know.	Retain as sub-venue.
Old Windsor SL4 2PX	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; limited transport	- 21.0% agree or strongly agree.	De-designate as a children's centre and discontinue lease.

		links- nearest train station is 2 miles away; low footfall.	- 21.6% disagree or strongly disagree.  - 40.9% neither agree nor disagree and 16.4% do not know.	We would no longer rent the space (a room) in the hall.  AfC is not the only user at the site.
Wraysbury Village Hall TW19 5NA	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; low footfall.	- 18.1% agree or strongly agree.  - 22.2% disagree or strongly disagree.  - 41.5% neither agree nor disagree and 18.1% do not know.	De-designate as a children's centre and discontinue lease.  We would no longer rent the space (a room) in the hall.  AfC is not the only user at the site.
<b>Youth centres</b>				
Marlow Road Youth Centre SL6 7YR	Retain as a sub-venue in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station is within 0.6 miles; high footfall.	- 68.9% agree or strongly agree.  - 1.7% disagree or strongly disagree.  - 18.3% neither agree nor disagree and 11.1% do not know.	The Council have agreed to support Maidenhead Community Centre (MCC) through a move to Marlow Road. AfC will base youth operations elsewhere and are in discussions with MCC to retain some access for Family Hub Service provision.  In addition AfC will seek to deliver additional services at one or more of the

				alternative sites that are being retained.
Windsor Youth Centre SL4 3HD	Retain as main Family Hub in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station is within 0.7 miles; external hires ensure that the centre runs as cost neutral; high footfall.	- 55.9% agree or strongly agree. - 2.4% disagree or strongly disagree. - 28.8% neither agree nor disagree and 12.9% do not know.	Retain as main Family Hub in Windsor.
Charters Youth Centre SL5 9QY	Discontinue lease.	Limited space available making it unsuitable for future use; school has requested site reverts back to school use; low footfall.	- 15.9% agree or strongly agree. - 16.5% disagree or strongly disagree. - 45.9% neither agree nor disagree and 21.8% do not know.	Discontinue lease.  Negotiation of site return to use by Charters School will be undertaken during implementation.
Datchet Youth Centre SL3 9HR	Discontinue lease.	Limited space available making it unsuitable for future use; close to other provision- within 0.4 miles of Datchet Children's Centre; low footfall.	- 15.5% agree or strongly agree. - 22.0% disagree or strongly disagree. - 43.5% neither agree nor disagree and 19.1% do not know.	Discontinue lease.  A local pre-school has expressed interest in utilising this site.  AfC is the only user at the site and it will need to be maintained securely.

Eton Wick Youth Centre SL4 6LT	Discontinue lease.	Limited space available making it unsuitable for future use; high rental cost; low footfall.	- 17.6% agree or strongly agree. - 21.2% disagree or strongly disagree. - 42.4% neither agree nor disagree and 18.8% do not know.	Discontinue lease.  Recent interest from a local resident to deliver provision from this site. This will be explored further.  AfC is the only user at the site and it will need to be maintained securely.
Larchfield Youth Centre SL6 4BB	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; close to other provision- within 0.4 miles of Larchfield Children's Centre; steadily reducing footfall.	- 16.0% agree or strongly agree. - 36.0% disagree or strongly disagree. - 34.3% neither agree nor disagree and 13.8% do not know.	Discontinue lease.  We would no longer rent the space (a hall and storage) in the hall.  The site is used by other groups and it would be available to others.
<b>Other buildings</b>				
Maidenhead Project Centre, Reform Road SL6 8BY	Discontinue lease and staff move sites.	Limited space available making it unsuitable for future use; potentially part of RBWM regeneration plans; high rental cost.	- 16.6% agree or strongly agree. - 31.0% disagree or strongly disagree.	Retain as a sub-venue in part to mitigate the loss of some of the space at 4 Marlow Road.  Increase usage at the site i.e. evening and weekend Family

			- 36.5% neither agree nor disagree and 16.0% do not know.	Hub Service delivery.  There is a cost implication to this option.
Outdoor provision in Hurley SL6 5ND	Transfer to community provider to maintain.	Limited space available making it unsuitable for future use; potential interest from a community provider to maintain the provision- would seek access for targeted groups as part of new arrangement.	- 28.7% agree or strongly agree.  - 10.3% disagree or strongly disagree.  - 41.4% neither agree nor disagree and 19.5% do not know.	Transfer to community provider to maintain, with contractual access for Family Hub Service users.

The proposals are summarised in the table below:

Retain
<ul style="list-style-type: none"> <li>● Datchet Children's Centre</li> <li>● Larchfield Children's Centre</li> <li>● Manor Children's Centre/ Youth Centre</li> <li>● Poppies Children's Centre</li> <li>● Riverside Children's Centre</li> <li>● Pinkneys Green Children's Centre/ Youth Centre (changed use)</li> <li>● Low Ropes Activity Course at Beech Lodge</li> <li>● Maidenhead Nursery School</li> <li>● Marlow Road Youth Centre (changed and reduced use)</li> <li>● South Ascot</li> <li>● Windsor Youth Centre</li> </ul>



- Maidenhead Project Centre, Reform Road

**De-designate/ discontinue lease or end rental agreement/ no longer use**

- Eton Wick Children's Centre
- The Lawns Children's Centre
- Woodlands Park Village Centre Children's Centre
- Old Windsor
- Wraysbury Village Hall
- Charters Youth Centre
- Datchet Youth Centre
- Eton Wick Youth Centre
- Larchfield Youth Centre
- Outdoor provision in Hurley

**2. What sources of information have been used in the preparation of this equality assessment? (e.g national research, JSNA, user feedback)**

<b>Information Source</b>	<b>Description and outline of the information source</b>
Business case for early help transformation- autumn 2019	Report to RBWM Council to seek approval to undertake a public consultation on the proposed changes to early help services.
Windsor and Maidenhead children's centre scorecards- Q3 2019-20	Data relating to the use of children's centres across RBWM.
Early help impact report- January 2020	Annual report setting out the impact of early help services provided by Achieving for Children across RBWM.
Windsor and Datchet Hub and Maidenhead Hub datapack- Q3 2019-20	Data relating to the needs of the community in RBWM- including the children's centre users.
Achieving for Children Annual Equalities Report 2018-19	Annual report setting out how Achieving for Children met the public sector equality duty in 2018-19.

### 3. Analysis of Impact

Protected Group	Impact (mark with an 'X')			Include Data and Analysis
	Positive	Negative	None	
<p>Data presented below mainly relates to users of children's centres and youth centres. Where additional information is known about the users of the others services included within the proposed changes, this has been noted.</p> <p><b>Children's centres</b></p> <ul style="list-style-type: none"> <li>During 2018-19, there were 20,266 attendees to the centres across the boroughs.</li> </ul> <p><b>Youth Service</b></p> <ul style="list-style-type: none"> <li>There are expected to be over 28,000 attendees to youth provision during 2019-20 (predicted based on data up to quarter 3 2019-20).</li> <li>Of these, over 7,000 are expected to be individuals regularly attending activities.</li> <li>There have been 4,234 participants at training delivered by the youth service with 90% rating it as beneficial to them.</li> </ul>				
Age	X	X		<p><b>Data</b></p> <p><u>Background</u> There are 36,198 children and young people in Windsor and Maidenhead with the largest group within the 0-19 population being those aged five to nine years old.</p> <p><u>Service users</u></p>

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			<p>Data relating to the age of children’s centre attendees and youth centre users is not routinely collected. However, the data that is available shows that in relation to children’s centres:</p> <ul style="list-style-type: none"> <li>• in the Windsor and Datchet area (which includes the following children’s centres: Lawns; Little Cygnets in Ascot, Datchet, Eton Wick and Old Windsor; Poppies; and the Manor) there is a 0-4 population of 4,209. On average, 86% of children and within the reach areas for these centres are registered (3,627 out of 4,209).</li> <li>• in the Maidenhead area (which includes the following children’s centres: Larchfield; Pinkneys; Riverside; and Woodlands Park) there is a 0-4 population of 4,586. On average, 72% of children within the reach areas for these centres are registered (3,295 out of 4,586).</li> </ul> <p>Given that centres are aimed at children aged 0 to five, the assumption can be made that children in attendance are in that age bracket.</p> <p>For the youth service, available data and anecdotal evidence indicates that there is an equal split between users who are aged between eight and 16. It is also worth noting that currently the service holds specific sessions depending on age- separate youth club sessions are held for seven to 12 year olds and for young people aged 13 to 19 years old.</p> <p><b>Impact</b></p> <p>Given that children’s centre provision is aimed at children aged 0-5, the proposals will impact on this age group. Similarly, youth services are primarily aimed at children and young people aged eight to 16 so they too will be impacted.</p>
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Should the proposals be approved, there would likely be a negative impact on the children and young people and families who attend universal sessions at the children's centres or youth centres and those that attend centres that may not be retained. We would mitigate against some of the impact of these changes by:

- Adopting a new, more responsive and flexible service.
- Providing more services through outreach at alternative venues in the community.
- Working more closely with community and voluntary sector groups to help them build resilience.
- Signposting young people or families who may no longer be able to access universal services to alternative providers.

In addition, it is worth noting that there are currently no planned changes to the universal health provision that is currently delivered. This includes:

- Full Healthy Child Programme, offering every family 5 health reviews in the first 3 years (crucial first 1000 days) of their child's life and a range of support services in the community, i.e. drop in clinics, new baby groups.
- School nursing service which provides support with long term conditions and universal support for pupils in school.
- Home visiting support for families whose child is developmentally delayed, socially isolated or living with other vulnerabilities.

This would ensure that all families receive some level of support from the Family Hub model, even if they do not receive targeted services.

			<p>There is not likely to be any impact on those children or young people and families who attend the centres that would remain or who access targeted services via outreach in the community or at home.</p> <p>Overall however, the preferred model would offer significant benefits to children, young people and families who are considered disadvantaged and who will receive a more holistic service that better meets their needs. For example, currently, there is a waiting list for families wanting to access targeted support. The strengthened focus on those who most need support as proposed in the Family Hub model would contribute to reducing these waiting lists, meaning help can be offered at an early stage. This could help to reduce the number of families experiencing more entrenched difficulties, thus requiring statutory intervention at a later date.</p> <p><b>Relevance to consultation</b></p> <p>Across both stages of the consultation, the majority of respondents are within the age range of 25-49 years and 2.7% of respondents are aged under 16.</p> <p>For the first stage of consultation, most respondents said they have children aged under five years old. For the second stage, most respondents have children aged between 0 and 14 years old.</p>
Disability	x		<p><b>Data</b></p> <p><u>Background</u></p> <p>There are 933 children and young people with a Statement of Special Educational Need (SEN) or Education, Health and Care Plan (EHCP) in Windsor and Maidenhead. In terms of primary need, in Windsor and Maidenhead, 35.7% have Autistic Spectrum Disorder</p>

			<p>(ASD); 18.0% have Speech, Language and Communication Needs (SLCN); and 12.4% have Social, Emotional and Mental Health (SEMH) needs. ASD is the most common primary need nationally.</p> <p><u>Service users</u> Data relating to families with disabled children and families with a disabled parent/ carer accessing children's centres is not routinely collected. However, currently the centres provide a range of support aimed at families with a child with SEND. This includes:</p> <ul style="list-style-type: none"> <li>● School nursing services including enuresis clinics and support with long term conditions i.e. asthma, epilepsy;</li> <li>● Specific services and groups for children with additional needs and their families, i.e. Joey Nurture Group;</li> <li>● links to the voluntary or charitable sector to provide specialist family support i.e. parenting special children organisation which provides parenting support for parents of children with autism or attention deficit disorder.</li> </ul> <p>These sessions are well-attended so it can be assumed that a proportion of users do have children with a disability.</p> <p>In the youth service, available data and anecdotal evidence suggests that universal services are not accessed by many children and young people with a disability. However, specific sessions held for those with a disability are usually well-attended.</p> <p><b>Impact</b> The Family Hubs would continue to provide support for families with children with special needs. This would see a continuation of the services currently delivered in</p>
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children's centres, as set out above. In addition, by focusing on those most in need, more families who have children with SEND or families with parents with a disability, may be able to access services.

For example, this could include sessions specifically targeted at families who have a child with a disability, or parents receiving support for mental health issues.

Staff will work with any families who may attend children's centres that may not be retained to identify alternative accessible venues to attend sessions- either in other centres or in outreach sites including their home. This will take into account any mobility issues relating to the parent or child. It should also be noted that in developing proposals for retaining or discontinuing leases on buildings, criteria considered included accessibility, parking for those with a disability and proximity to public transport.

The youth service will continue to provide specialised sessions for children and young people with disabilities. Any children and young people with disabilities who regularly attend universal services will be supported to identify other activities to participate in.

Given the established link between disability and poverty (research in 2016 indicates that half of people in poverty are disabled or live with a disabled person), the strengthened focus on the most vulnerable families and hard to reach families is likely to have a positive impact on those families with a parent or carer who has a disability.

**Relevance to consultation**

18.4% of respondents to the first stage of the consultation and 10.7% for the second stage said that they or a member of their family have a disability. This compares to 22.0% of the overall population of the UK that have a disability. This suggests the consultation

			has been reasonably successful engaging with families with a family member with a disability, who have traditionally been considered hard to reach.
Gender (Sex)	X	X	<p><b>Data</b></p> <p><u>Background</u> The gender breakdown of males and females aged 0-19 is almost 50/50 across the borough.</p> <p><u>Service users</u> Data relating to the gender of parents/ carers and the children and young people that attend children's centres is not routinely collected. However, it can be assumed that the largest majority of parents and carers attending are female as they generally remain the primary carer.</p> <p>In terms of youth service participants, available data and anecdotal evidence suggests that around 75% are male and 25% are female.</p> <p><b>Impact</b> Potential changes to the children's centre service are likely to have more of an impact on females as these services are predominantly taken up by women as the primary carers as set out above. It is worth noting however that fathers are actively encouraged to engage in services and additional groups for fathers are run. Staff would work with any families who may attend children's centres that may be closed, to identify alternative venues to access services- either in other centres or at outreach sites.</p> <p>The potential changes to youth centres are more likely to impact on males given the</p>



			<p>gender split in terms of users. Again, support would be provided to identify other participation opportunities available to children and young people should the universal provision be discontinued.</p> <p>Although it is recognised that there will be some negative impact on gender- both male and female- due to the reduction in universal services, overall the impact is expected to be positive given the proposed mitigation i.e. greater involvement of the community and voluntary sector in the delivery of services; and greater use of outreach and community venues. In addition, the strengthened focus on those who are most in need of support, such as single parent families and young people engaging in risk behaviour at locally identified hotspots, will ensure the new model is contributing to increasing equality of opportunity for those who have struggled to access provision previously.</p> <p><b>Relevance to the consultation</b> Across both stages of the consultation the vast majority of respondents to the survey are female.</p>
Gender reassignment		X	<p><b>Data</b> The children's centres and youth centres do not collect information relating to gender reassignment.</p> <p>However, the youth service does provide support to young people who may be transgender. For example, transgender young people have been part of residential trips organised by youth workers to build confidence and self-esteem.</p>

			<p>In addition, the service delivers gender and identity training. Between April and December 2019, 187 participants attended this training and 82% felt the training was beneficial to them.</p> <p><b>Impact</b> Gender reassignment is considered of low relevance to this equality assessment. However this will be kept under review.</p> <p>It is worth noting that the youth service would continue to work with young people who may be transgender or considering transitioning. This would not change as a result of the proposed new model.</p> <p>There would also be an expectation that all staff within early help have an understanding of transgender and gender identity when working with users accessing services.</p> <p><b>Relevance to consultation</b> The consultation did not ask respondents any questions in relation to gender reassignment.</p>
<p><b>Marriage and civil partnership</b></p>		<p><b>X</b></p>	<p><b>Data</b> Information relating to marriage and civil partnership is not collected by any of the services proposed to undergo change.</p> <p><b>Impact</b> Marriage and civil partnership is considered of low relevance to this equality assessment. However this will be kept under review.</p>

			<p><b>Relevance to consultation</b> The consultation did not ask respondents about their marital status.</p>
Pregnancy and maternity	X		<p><b>Data</b> Children’s centres provide services to expectant and new parents although data is not available in relation to numbers.</p> <p><b>Impact</b> Although the services that may be affected by the proposed changes are considered to be of high relevance to pregnancy and maternity, the impact of the changes is not likely to be significant. Children’s centres would continue to offer post-natal health services to parents. For example, as part of the Full Health Child Programme, families will be offered five health reviews in the first three years (crucial first 1,000 days) of their child’s life and a range of support services in the community, i.e. drop in clinics , new baby groups. It is worth noting the location of some sessions may alter and may be accessible via outreach or community venues rather than children’s centres.</p> <p>In addition, specific services and groups for first time or young or vulnerable parents i.e. Baby Incredible Years programme would continue to be offered regardless of whether the proposed changes are implemented. In addition, support for care leavers, including those who are parents, would continue to be provided.</p> <p>Overall then, given that the majority of pregnancy and maternity services would continue, albeit potentially in different locations, and there would be increased focus on those most in need such as young or vulnerable parents, the overall impact is expected to be positive.</p>

			<p><b>Relevance to consultation</b></p> <p>The consultation did not ask respondents to the survey whether they were pregnant. However, in the responses, the importance of services to support those who are pregnant and new parents were highlighted.</p>
Race/ethnicity	x		<p><b>Data</b></p> <p><u>Background</u></p> <p>20.0% of children and young people from Windsor and Maidenhead (this total includes ‘White Other’) are from a Black, Asian or Minority Ethnic (BAME) background. 80.0% of children and young people in Windsor and Maidenhead are White British. In Windsor and Maidenhead the 0-19 population is less diverse than the overall population with 22.0% of the overall population from a BAME background.</p> <p><u>Service users</u></p> <p>Children’s centres and the youth service do not routinely collect data relating to race/ethnicity.</p> <p>However, in recognition that some BAME groups in the community are hard to reach and may not be accessing services, the children’s centres service have established specific and targeted sessions to engage with families from a BAME background. This has included, for example, working with 108 Asian women in Maidenhead to celebrate and build on their achievements in overcoming barriers to achieve better outcomes for their children; and successfully organising a beach trip in the summer of 2018 for 136 asian women and children from the borough. These services will continue should the new proposed model be implemented.</p>

			<p>In terms of the youth service, available data and anecdotal evidence suggests that the majority of users are White British with a small number from an Afro-Caribbean background or from other BAME ethnic groups.</p> <p><b>Impact</b></p> <p>The new proposed model, with a greater targeted approach for families most in need, would have a positive impact on those from a BAME background given the proven link between ethnicity and poverty. Research has shown that poverty is higher among all black and minority ethnic groups than among the majority white population (<a href="https://www.jrf.org.uk/sites/default/files/jrf/migrated/files/poverty-ethnicity-evidence-summary.pdf">https://www.jrf.org.uk/sites/default/files/jrf/migrated/files/poverty-ethnicity-evidence-summary.pdf</a>). The proposals recognise this as the intention is to maintain centres located close to the areas with the highest levels of deprivation in the borough. As families from a BAME background are more likely to be vulnerable and are more likely to live in areas of deprivation, the increased focus on those most in need would help to ensure these families receive the support they require. The intention is also to continue to deliver the sessions targeted at specific hard to reach groups in the BAME community to ensure they are able to access services.</p> <p>If any BAME families are impacted by the proposed closures, the service would work in a culturally sensitive way to identify opportunities to access services at other centres or at outreach sites.</p> <p>In terms of the youth service, as with children's centres, given the link between ethnicity and poverty, the continued focus on vulnerable young people should ensure those from a BAME background receive the additional support that they need, as they are statistically more likely to need help. For example, nationally it is known that BAME young people are disproportionately represented amongst the children in care cohort. As</p>
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			<p>part of the offer going forward, the youth service will continue to deliver 1-2-1 support to children in care.</p> <p>More generally, the new Family Hubs would be delivered in such a way that the needs of families from diverse ethnic backgrounds can be met, based on demographic information in the local area.</p> <p><b>Relevance to the consultation</b> 29.4% of respondents to the first stage of consultation were from a BAME background. The respondents to the second stage of the consultation were even more diverse with over half of respondents from a BAME background, with the majority being from a Pakistani background. The BAME population in RBWM is 22.0% so the survey respondents are more diverse than the overall population. This suggests that for both stages, but particularly the second consultation, we have engaged families who traditionally have been considered hard to reach.</p>
<p>Religion and belief including non-belief</p>		<p>X</p>	<p><b>Data</b> Data relating to religion and belief is not collected by the children’s centres or youth centres.</p> <p><b>Impact</b> Religion and belief is considered to be of low relevance to the proposals. However this will be kept under review.</p> <p>The children’s centres and youth centres are open to all religious backgrounds and staff are expected to understand and respect a range of religions and beliefs and what they may mean for families i.e. diet. Achieving for Children would continue to take into</p>

				<p>account the use of certain local buildings for outreach services in relation to religion to ensure people do not feel unable to take part.</p> <p>It is also worth noting that we would continue to deliver events to celebrate the diversity of our communities. For example, the intention is to repeat successful events held previously:</p> <ul style="list-style-type: none"> <li>● In the summer of 2018, over 100 families attended Riverside Children's Centre Family Fun Day to celebrate Eid in Windsor and Maidenhead. The Mayor and Mayoress joined in the festivities and families celebrated with food, Bollywood dancing and a mini-farm. The health visiting team also delivered a quiz highlighting the importance of home safety and accident prevention.</li> <li>● During the past 2018-29, 250 participants from the Muslim community attended personal development and parenting groups linked to Islamic values for both men and women. The aim has been to improve engagement with multi-faith communities. Work has also been undertaken with the community to set up Muslim youth groups and work alongside local and national Christian and Jewish leaders to organise multi-faith events for women.</li> </ul> <p><b>Relevance to the consultation</b> For the first stage of consultation, 42.3% of respondents stated their religion as Christian. For the second stage of the consultation, almost half of the respondents stated they were Muslim. This suggests the consultation enabled people from a range of religious backgrounds to participate.</p>
Sexual orientation			X	<b>Data</b>

			<p>Data relating to sexual orientation is not collected by the children’s centres or youth centres.</p> <p>However, anecdotal evidence from the youth service suggests around 10% of participants are Lesbian, Gay, Bisexual or Transgender (LGBT).</p> <p><b>Impact</b> Sexual orientation is considered to be of low relevance to the proposals. However this will be kept under review.</p> <p>In addition, there will be an expectation that children’s centre and youth work staff have an understanding and respect the sexual orientation of users of the children’s centres and youth service provision. If there was a need to deliver a bespoke group, this will be considered.</p> <p><b>Relevance to consultation</b> The consultation did not ask respondents to the survey for their sexual orientation.</p>
Other i.e. carer, or those on a low income	x		<p>Data shows that there are 9.3% of children in Windsor and Maidenhead who are living in poverty (compared to the national average of 19.9%). By targeting services at vulnerable families in or close to the areas of deprivation in the borough, the Family Hubs would be accessible by those who most need support. This may include lone parent families, families from a workless household and families who receive benefits.</p> <p><b>Relevance to consultation</b> Across the two stages of consultation, 45.0% of respondents declared a household income under £15,000 or between £15,001 and £30,000. The Office for National</p>



				Statistics states that the average annual household income in March 2020 was £30,800. This therefore suggests that the consultation has engaged families with a lower than average household income who would be more likely to receive the targeted services.
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**What consultation have you undertaken in the development of this policy/ project or with stakeholders or critical friends?**

*Outline the consultation method and what feedback has been received*

**Background to the consultation**

Two public consultations have been undertaken as part of the development of the final proposals for the Family Hub Service. The full consultation findings from both stages can be found in the consultation report that will shortly be published on the AfCInfo website.

In total, we have consulted for 20 weeks and have received 687 responses. This is a relatively strong response rate. By comparison, Buckinghamshire County Council received 752 responses to their own equivalent 12-week public consultation from a population approximately four times the size.

The initial consultation found that existing services were highly valued but that respondents felt that one to one support for families in crisis should be a priority. Over a third of respondents were in favour of the proposed aims for the Family Hub Service model- just less than a third were not in favour and a similar percentage were neutral.

The second stage of the consultation was shaped by, and built upon, the first stage of the consultation. It provided more significantly more detail about what the proposed new service could look like and what changes this would mean to existing services.

Overall, the responses were positive about the proposals. The results show that the significant majority of respondents are in support of the proposed Family Hub Service model and agree with the key principles that underpin it. This includes support for the flexible approach to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the priorities identified in the first stage of consultation.

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Almost twice as many respondents agree with the proposals for which sites to retain and which to discontinue leases for than disagree. The majority of respondents agree with the rationale we used to propose which sites to retain and over half agree with the rationale for which sites propose to discontinue sites for.

Riverside Children's Centre emerges as the most popular site from the consultation in terms of usage and support for retaining it. Respondents support the proposals to retain all the sites we have identified. Respondents do not agree with all the proposals to discontinue leases, however for each site we have proposed to discontinue the lease for, there are some respondents who are in favour. It is also worth noting that for some children's centre satellite sites and youth centres, there is a similar percentage who agree and disagree with the proposal to discontinue the lease. There is also a large proportion of respondents who are neutral about the proposals for each site.

In terms of impact of the proposals, half of respondents do not think there will be a negative impact on them if the changes are implemented. However, almost a third of respondents said they need more information to understand the potential impact.

Both stages of the consultation engaged respondents from a range of backgrounds traditionally considered hard to reach including families with a family member with a disability, those from a BAME background, and families that have an annual household income less than the UK average.

### **Details of first stage of consultation**

#### Consultation methodology

Following approval at November 2019 Cabinet to undertake a public consultation on the transformation of our early help services into an integrated Family Hub model, a consultation process was undertaken. The consultation process sought to:

- Ascertain the views of the public on transforming early help services into integrated Family Hubs for 0-19 year olds.
- Ascertain the priorities of those likely to be most affected by the proposed changes.

The first stage of consultation took place between January and March 2020 over 12 weeks. RBWM residents were consulted on the proposed changes to the delivery of early help services through a variety of methods:

- A 12-week online survey, which launched on Monday 6 January 2020 and closed on Monday 30 March 2020. Paper copies of the survey were made available at libraries and current early help service sites. Paper copies submitted made up approximately 10% of the overall survey.
- 6 public focus group sessions held at Children’s and Youth Centres across the Royal Borough. It is worth noting that a seventh session was planned to take place in South Ascot on 18 March 2020, but due to the COVID-19 pandemic this had to be cancelled. The list of sessions that were held is below:
  - Woodlands Park Children’s Centre (13 January 2020);
  - Windsor Youth Talk (21 January 2020);
  - Pinkneys Green Youth & Community Centre (3 February 2020);
  - Datchet Children’s Centre (8 February 2020);
  - Riverside Children’s Centre (22 February 2020); and
  - The Manor, Dedworth (4 March 2020)

#### Consultation findings

During the 12-week consultation, 501 responses were received. This number takes into account paper copy responses. This is a relatively strong response rate. By comparison, Buckinghamshire County Council received 752 responses to their own equivalent 12-week public consultation from a population approximately four times the size.

In addition to the online questionnaire, we held six public consultation focus groups and two staff workshops. While most respondents recognised the need to prioritise one to one support for our most vulnerable families, there were concerns about how other families would find other support.

The vast majority (88%) of responders to the survey identified themselves as female within the age range of 25-49 years (80%). 84% described themselves as ‘parent/carers’ with most (60%) having children under the age of 5. Over three-quarters (79%) were based in Windsor or Maidenhead towns with 42% of respondents declaring a household income of £30,000 or less which is lower than the median annual UK salary of £30,350. 27% declared a household income of over £60,000 a year.

83% of responders confirmed that they had accessed one of the available family services within the last 12 months. Children's centres and parenting support services were the most regularly accessed with 48% saying they accessed these at least once a week. The sites where responders had accessed these services from was mixed, but Riverside Children's Centre in Maidenhead appeared to be the most well-used with almost a third (32%) having attended a session there within the last year.

When respondents were asked to state the maximum amount they would be willing to pay to attend a children's centre or youth centre session, the majority (37%) said they would be willing to spend up to £3. Over a quarter (28%) said they would be willing to spend up to £1.50 and 15% said up to a maximum of £5.00. 20% stated that they would not want to pay any sum to attend a session.

As part of the consultation, respondents were shown the proposed aims for its early help services and were asked whether they agreed. 36% confirmed that they did agree with the new family hub proposals set out, while 32% said they disagreed. 32% also stated that they were neutral or did not know.

Other suggestions for a remodelled delivery of services were invited. The key themes to emerge were:

- How highly- regarded the early help services are and how many families consider them invaluable and rate the existing services delivered.
- The need to work more closely with existing charities and volunteer groups and key partners such as local schools.
- The importance of maintaining the focus on vulnerable groups including children and young people with disabilities; Black Asian and Minority Ethnic (BAME) support groups; those with mental health issues.
- The need to ensure all families are able to access provision and that services are delivered in an accessible way and publicised accordingly.
- The need to clearly define who services will be targeted at.
- Some willingness to accept charges for sessions if that means services can continue.
- Providing more of an offer for teenagers, particularly during school holidays.

When asked to prioritise areas where support should be targeted, the most common answer amongst respondents was 'one-to-one support for families in crisis'. 'Positive parenting groups for parents to help manage their children's behaviour' and 'emotional wellbeing support for new parents' made up the top three. 'Drop-in youth groups in the community' was considered the least priority.

There was a noticeably low response from users of the youth centres. Only 12% of responders said they had accessed a youth service session in the past year and only 8% said they used them on a weekly basis. The most well-attended youth centre by participating responders was Windsor Youth Club.

### **Details of the second stage of consultation**

#### Consultation methodology

Between 17 July and the 23 September 2020, we carried out a second public consultation to ask for views on our proposed Family Hub Service model. We sought advice and guidance from a number of sources to ensure our approach to the second stage of consultation was robust and comprehensive. This included:

- commissioning an early years and consultation expert from an external consultancy company to provide advice and guidance on the proposed consultation approach and methodology.
- seeking advice from other external consultation experts i.e. previous Non-Executive Independent Director on the Achieving for Children Board provided advice based on experience of delivering public consultation as part of an education consultancy.
- reviewing consultation approaches from other local authorities undertaking similar exercise to identify best practice. This included the Buckinghamshire County Council consultation relating to the transformation of early help services which was subject to Judicial Review but found to be lawful.
- discussions with colleagues in Achieving for Children operational area 1 who have undertaken a similar exercise about lessons learned, best approaches to consultation i.e. engaging hard to reach families, including critical friend challenge of our proposed approach.
- review of the consultation approach by consultation experts in Achieving for Children operational area 1.
- review of consultation approach and methodology by RBWM Communications Team and support given for publicising the consultation when live.

The consultation methodology is set out in the table below. It was devised to take into account COVID-19 in terms of being unable to hold face to face sessions to discuss the proposals in children's centre or youth centres, and the school summer holidays.

Method	Detail
Online survey for eight weeks	<p>We developed a survey setting out the background detail to the consultation; the proposals for the centres; and questions about centre usage and their views on the proposed action for each centre.</p> <p>We originally planned for the consultation to open for eight weeks. Based on feedback from parent groups about difficulties completing the survey while children were still on summer holidays, we extended by an additional six days from the 17 September to the 23 September to allow an extra weekend for it to be completed.</p>
AfCInfo internet page	<p>A specific page was set up for the consultation- this included:</p> <ul style="list-style-type: none"> <li>● Detailed background document.</li> <li>● Frequently Asked Questions.</li> <li>● Draft Equality Impact Assessment.</li> </ul> <p>The link to the survey is included on the page.</p> <p>Based on feedback from parent groups, we developed an easy read, shorter version of the background document to explain the changes and the implications more concisely. As part of this, we also developed a number of case studies demonstrating what the Family Hub Service could look like in practice.</p>
Social media	<p>AfC and RBWM websites and social media accounts were used to publicise the consultation with a link to the survey. This included both Twitter and Facebook.</p>
Dedicated inbox for questions, queries or comments	<p>A dedicated inbox (<a href="mailto:familyhubs@achievingforchildren.org.uk">familyhubs@achievingforchildren.org.uk</a>) was set up for the consultations. Residents were asked to send any questions or queries about the consultation here.</p> <p>Nine emails were received which included comments or questions. We provided a response to each of these and feedback has been included in the analysis of the consultation.</p>

Virtual drop in sessions	<p>We arranged four virtual drop in sessions (1 hour) with dates advertised on the AfCInfo page- interested parties were asked to email the inbox to request an invite. The sessions were planned for:</p> <ul style="list-style-type: none"> <li>● Friday 7 August 2020 at 5pm until 6pm.</li> <li>● Friday 21 August 2020 at 1pm until 2pm.</li> <li>● Friday 4 September 2020 at 9am until 10am.</li> <li>● Monday 14 September 2020 at 3pm until 4pm.</li> </ul> <p>There were no emails to the inbox to request an invitation to any of the sessions.</p>
Direct email to registered children's centre users who have provided an email address	<p>Registered children's centre users were emailed directly with a link to the survey to ask them to participate at the beginning of the consultation and in the last four weeks. This enabled us to directly contact over 4,500 local residents.</p>
Direct email to PaCiP	<p>We directly emailed PaCiP, the parent carer forum for RBWM who provide a service for parents and carers of children and young people 0-25 years, with any special educational needs and disabilities, with or without a diagnosis, with or without an EHCP and in any, or no educational placement. PaCiP then shared the information with all their members via social media.</p>
Using RBWM regular communication mechanisms	<p>Information about the consultation was included in:</p> <ul style="list-style-type: none"> <li>● Resident newsletter;</li> <li>● Borough Bulletin; and</li> <li>● Members Update.</li> </ul> <p>A link to the survey was also emailed out to all registered library users as part of the libraries newsletter. This is emailed to more than 50,000 registered users in RBWM.</p>
Item in the schools	<p>Information included in the schools bulletin which was sent out in September 2020 when the schools returned. The schools were</p>

bulletin	asked to encourage pupils to participate.
Information included in AfC Staff News	The information was included in AfC's staff news for those staff who live in RBWM who use children's centres or youth centres, or who support families or young people that do.
Engaging young people that we support	Our youth workers were asked to individually engage with young people who use youth centres to encourage them to take part in the consultation.
Directly email to local doctor surgeries and churches	Local doctor surgeries and churches were sent a direct email to ask for their help in distributing the link to the survey and asking them to complete it themselves.
Direct email to voluntary and community sector organisations and any other relevant groups	Direct emails were sent to 30 voluntary and community sector organisations and other relevant groups in the local area to ask for their help in distributing the link to the survey and asking them to complete it themselves. This included some parent groups and established support groups for traditionally hard to reach groups including those from the BAME community and children, young people and families with special educational needs and disabilities.
Awareness raising sessions with key stakeholder groups who may be considered hard to reach	We informed a number of key stakeholder groups about the consultation and encouraged them to participate. For example, we liaised with the lead of the Asian Women's Group who then coordinated the distribution of information about the consultation. This included 70 copies of the easy read document that had been translated into Urdu that were shared with the local Pakistani population.  Hard copies of the survey were also sent to local mosques, libraries, and existing sites. 117 were completed and returned.
Universal health clinics	Universal health clinics recommenced in the second week in June 2020. Health visitors were asked to encourage attendees to complete the questionnaire.

### Consultation findings



The main findings from the second stage of consultation are set out below. This incorporates feedback via the online survey but also feedback sent directly to the dedicated inbox set up for the consultation period. In total we received 186 responses to the survey and seven emails with feedback.

**Overall findings**

The significant majority of respondents are in support of the proposed Family Hub Service model and agree with the key principles that underpin it. This includes support for the flexible approach to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the priorities identified in the first stage of consultation.

Almost twice as many respondents agree with the proposals for which sites to retain and which to discontinue leases for than disagree. The majority of respondents agree with the rationale we used to propose which sites to retain and over half agreeing with the rationale for which sites propose to discontinue sites for.

Riverside Children’s Centre emerges as the most popular site from the consultation in terms of usage and support for retaining it. Respondents support the proposals to retain all the sites we have identified. Generally respondents do not agree with the proposals to discontinue leases, although there are a number of respondents in favour of doing this for all the sites, and for some children’s centre satellite sites and youth centres, there is a similar percentage agreeing and disagreeing. There is also a large proportion of respondents who are neutral about the proposals for each site.

In terms of impact of the proposals, half of respondents do not think there will be a negative impact on them if the changes are implemented. However, almost a third of respondents said they need more information to understand the potential impact.

The consultation engaged respondents from a range of backgrounds traditionally considered hard to reach including families with a family member with a disability, those from a BAME background, and families that have an annual household income less than the UK average.

**Usage of current services**

- Riverside Children’s Centre is the most popular site with those that responded.
- Most respondents that attend children’s centres or youth centres go once or twice a week.
- Most respondents that attend our sites either walk or drive. Only 5.9% said they take public transport.

### ***Support for the proposals***

- Almost two thirds of respondents either agree or strongly agree with the overall proposed Family Hub Service model. Less than a fifth disagree or strongly disagree.
- Over four fifths of respondents said they agree with some or all of the key principles behind the proposed Family Hub Service model. Less than a tenth said they disagreed with some or all of them.
- Over two thirds of respondents agree or strongly agree with the proposal to adopt a flexible approach to delivery whereby the focus is more on delivering services where they are needed rather than at a single location. Less than a fifth of respondents disagree or strongly disagree with this.
- Nearly 90% of respondents agree or strongly agree with the priorities for early help services that were identified as part of the first stage of the consultation. Less than 2.0% disagree.

### ***Proposed retention and discontinuing of leases at sites***

- Almost three quarters of respondents agree or strongly agree with the rationale we have proposed for deciding which sites to retain. Just 5.0% disagree or strongly agree.
- Just over half of respondents agree or strongly agree with the rationale for deciding which sites to discontinue leases for. Just over 10.0% of respondents disagree or strongly disagree.
- Overall almost twice as many respondents agree or strongly agree with the proposals for which children's centres and youth centres to retain and which to discontinue leases for (39.5%) than disagree or strongly disagree (20.9%). Almost a third of respondents (27.7%) neither agree nor disagree.
- There is a high percentage of respondents who neither agree nor disagree with the proposals for each of the sites.
- For all the sites we have proposed to retain, there are more respondents that agree or strongly agree with the proposals than disagree or strongly agree. Riverside Children's Centre is the most popular site to retain.
- For the majority of sites we have proposed to discontinue leases for, there are more respondents that disagree or strongly disagree than agree or strongly agree. However, for the proposals for the satellite children's centre sites and for Charters Youth Centre, a similar number of respondents agree or strongly agree or disagree or strongly disagree.
- In terms of children's centres, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Pinkney's Green Children's Centre (36.9%) although 22.4% do agree or strongly agree with the proposals.
- In terms of youth centres, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Larchfield Youth Centre (36.0%) although 16.0% do agree or strongly agree with the proposal.
- In terms of other sites, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Maidenhead Project Centre, Reform Road (31.0%). 16.6% of respondents agree or strongly agree with the proposal.

- In terms of the impact of the proposals, over 50.0% of respondents said there would be no impact; that they would use new provision that is more local to them; or they would be happy to use another site. 16.7% said they wouldn't use the services as much in the future and may stop entirely; while 29.0% said they do know enough yet to understand the impact.
- For those who responded that they would stop using services or use them less in future, the most commonly selected answer as to why was that they do not have enough information about the new way of delivering these services, such as from community venues. The next most commonly selected answer was that they do not believe the other locations will offer the services that are needed; followed by potential issues with travel if having to go further to other locations.

#### ***Details of respondents***

- Most respondents are parents and carers; are aged between 25 and 49 years old; are female; and have children aged between 0 and 14 years old.
- 3.3% of respondents were children and young people aged under 16.
- 10.7% of respondents have a disability or a family member with a disability. This compares to 22.0% of the overall population of the UK that have a disability. This suggests the consultation has been reasonably successful engaging with families with a family member with a disability, who have traditionally been considered hard to reach.
- Over half of respondents are from a BAME background, with the majority being from a Pakistani background. Almost half of the respondents are also Muslim. The BAME population in RBWM is 22.0% so the survey respondents are more diverse than the overall population. As with disability, this suggests the consultation has engaged families from a BAME, who traditionally have been considered hard to reach.
- 43.8% of respondents declared a household income under £15,000 or between £15,001 and £30,000. The Office for National Statistics states that the average annual household income in March 2020 was £30,800. This therefore suggests that the consultation has engaged families with a lower than average household income who would be more likely to receive the targeted services.
- Almost all of the respondents are from Maidenhead or Windsor and live in the SL6 or SL4 postcode area.

#### ***Themes to emerge from the consultation***

There are a number of key themes that emerge from the consultation responses. These are:

- Concern about the loss of services for all families and a desire to maintain all universal services.
- The importance of accessible and local provision with good parking on site.
- The need to work more closely with community and voluntary sector groups, although there is concern about these groups having sufficient capacity to meet need.
- Available services could be promoted and marketed more effectively.

- Parenting programmes and stress management sessions are highly valued.
- Services should be provided in a range of languages.
- Concern about the consultation process, particularly in relation to the ongoing COVID-19 situation and the possible impact of this on the consultation.

### Proposed changes as a result of the consultation feedback

The consultation confirmed that overall there is support for the proposals for the Family Hub Service from those who responded. However, a number of areas of concern have emerged. These are addressed below with the action that has been proposed to resolve the issue.

Area of concern	Action
Concern about the loss of services for all families and a desire to maintain all universal services.	<p>There will be no changes to the universal health provision that is currently delivered if the proposals were agreed and implemented. This would mean that all families will continue to receive some level of service from the proposed Family Hub Service but as it represents a progressive universal approach the more services families need, the more they get.</p> <p>The proposals mean an end to the stay and play sessions currently accessible to all. However we will develop a directory of resources which will include local organisations offering universal and targeted support. We are also updating our Local Offer website which will complement this directory. We will use these methods to signpost children, young people and families to the support they need in the wider community. The intention is to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic.</p>
The importance of accessible and local provision with good parking on site.	<p>In deciding what to propose for each existing site we set a number of criteria which included being well placed for transport or with good parking facilities.</p> <p>Although the proposal will mean a reduction in the current number of sites, the proposals to extend our outreach work and focus on delivering services in the community, rather than at a specifically designated children’s centre or youth centre, will enable services to become more accessible to those vulnerable families who need support. For example, we will be able to deliver services in the home more for families who find it hard to travel to a site.</p>

	<p>Interestingly only a very small percentage of respondents said they use public transport- most either walk or drive.</p> <p>As there was feedback about parking issues with some of the sites, we will review the parking arrangements at any sites that are retained to identify if improvements can be made.</p>
<p>The need to work more closely with community and voluntary sector groups, although there is concern about these groups having sufficient capacity to meet need.</p>	<p>The proposal for the Family Hub Service already includes a commitment to strengthen working with community and voluntary sector groups.</p> <p>We will work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run universal sessions for children, young people and families. We will provide advice and guidance to enable them to establish sessions accessible by all. This could include supporting parents to deliver sessions and / or support themselves where possible.</p> <p>As part of the second stage of consultation, we asked respondents to provide their details if they would be interested in delivering sessions. A number of respondents expressed interest in this so the intention will be to follow up on these.</p> <p>In terms of the concerns about the community and voluntary sector groups having capacity to deliver sessions, we will work alongside RBWM Council to identify opportunities to support local organisations. For example, the Council have proposed to provide space for a local community group at the Marlow Road site. We will seek other opportunities to join with the community and voluntary sector to widen the support provided to our families.</p>
<p>Available services could be promoted and marketed more effectively.</p>	<p>We will be reviewing our publicity materials and the marketing of our services whether the proposals for the Family Hub Service are agreed or not. It is clear from the consultation feedback that more can be done to ensure our residents are aware of the services that are available to them and how these services can be accessed.</p> <p>If the proposals are agreed, we will create a clear Family Hub Service offer which will be marketed widely across RBWM and with our key partners to ensure that families who need support are aware of how to access it. This is in addition to the development of the directory of resources that has been mentioned previously.</p>

<p>Parenting programmes and stress management sessions are highly valued.</p>	<p>Parenting programmes and stress management sessions will continue to be delivered as part of the Family Hub Service model should it be agreed.</p> <p>We will also look to improve our online resources for families and this will likely include information about parenting and stress management.</p>
<p>Services should be provided in a range of languages.</p>	<p>A number of our services are already provided in multiple languages. For example our Asian parenting programmes are delivered in mother-tongue. Also, the online Solihull parenting support resource is available in a number of languages including Polish, Urdu and Spanish. This will continue should the Family Hub Service proposal be agreed, particularly to ensure we are able to target families from a BAME background who may be experiencing difficulties. We already have a strong relationship with the Asian Women’s Network and the intention will be to continue to work alongside the group to ensure our BAME communities are aware of the services on offer and can access help when it is needed.</p> <p>We worked closely with the Asian Women’s Network as part of the second stage of the consultation to encourage their members to give their views. To achieve this we translated some of the background documents into Urdu and circulated this with hard copies of the survey. As a result, we received responses from a large number of residents from BAME backgrounds.</p>
<p>Concern about the consultation process, particularly in relation to the ongoing COVID-19 situation and the possible impact of this on the consultation.</p>	<p>We sought advice and guidance both internally and externally to ensure that the second stage of the consultation was sufficiently robust. To take into account the ongoing COVID-19 situation we provided a range of means for residents to engage in the consultation process. This is set out in section 8.</p> <p>We also extended the consultation period by additional six days to allow respondents further opportunity to give their views as one resident raised concerns about being able to complete the survey over the school summer holidays. The extended closing date of 23 September meant that children had been back at school for at least two weeks by the time the survey closed.</p> <p>We also adapted our consultation approach while it was ongoing in response to feedback i.e. developing a shorter easy read version of the background document and case studies setting out what the proposed service could look like in practice.</p>

<p>Post- consultation, RBWM Council have confirmed that the Marlow Road Youth Centre site has been given to Maidenhead Community Centre as they have lost their existing site.</p>	<p>AfC will seek to retain use of some space at Marlow Road for Family Hub Service provision to ensure continuity of service for families. Discussions are already ongoing to this end.</p> <p>To mitigate the loss of the space, the proposal is to retain Maidenhead Project Centre, Reform Road as a sub-venue with the aim of increasing usage at the site i.e. evening and weekend Family Hub Service delivery. This will have an impact on the efficiency savings as £30,000 was allocated towards this based on the ceasing of the lease at the site.</p>
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### Summary of findings

The assessment has identified that overall the preferred Family Hub Service model would have a positive impact across the protected characteristic groups as it would aim to:

- improve accessibility for those most in need including those who are traditionally considered hard to reach including families with a child or parent with a disability; and children, young people and families from a BAME background.
- provide opportunities for disadvantaged children, young people and families to access provision that will contribute to increasing their equality of opportunity by targeting services at those who most need support; and
- increase the engagement of children, young people and families who do not usually participate in the provision services by delivering targeted sessions via outreach, either in the community or in the home.

The findings from the consultation show that respondents support this approach, with the majority in favour of prioritising support for families in crisis and wanting to ensure there is continued focus on vulnerable groups including: children and young people with disabilities; BAME support groups; and those with mental health issues. The consultation responses also showed that the significant majority of respondents are in support of the proposed Family Hub Service model and agree with the key principles that underpin it. This includes support for the flexible approach to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the proposed key priorities. The detailed feedback collected as part of the consultation will be used to shape the implementation of the Family Hub Service model should the proposals be approved.

Positively, the information gathered regarding the protected characteristic details of the respondents demonstrates that the consultation engaged with some of those groups traditionally considered to be hard to reach, such as those with a family member with a disability or those from a BAME background. This has ensured that we have captured a range of voices

It must be noted however that the assessment does acknowledge that there would be a negative impact on those users of universal provision delivered through children's centres services and the youth service. The intention would be to mitigate this through actions such as those set out below which align with the themes to emerge from both stages of the consultation:

- Providing more flexible services through outreach at alternative venues in the community.
- Working more closely with community and voluntary sector groups to identify any groups that could deliver sessions to replace the reduced universal activities, with support from Achieving for Children staff.
- Signposting young people or families who may no longer be able to access universal services to alternative providers such as those identified in the first stage of the consultation e.g. signposting users of Old Windsor Children's Centre to Old Windsor's 'Tiddlers and Toddlers' playgroup.

In addition, all families would continue to receive some level of service as universal health provision would remain unchanged. This would mean that any families in need of targeted support should be identified at the earliest opportunity and given the help they need as soon as possible.

## **ACTION PLANNING**

**What consultation have you undertaken with stakeholders or critical friends about the key findings? Include any identified data gaps.**

<i><b>Issue identified</b></i>	<i><b>Planned action</b></i>	<i><b>Lead officer</b></i>	<i><b>Completion Date</b></i>
Lack of data relating to protected characteristics of users available to report on.	Improve data collection and reporting in relation to the protected characteristics for users of Family Hubs should the model be implemented.	Rachael Park- Davies, Community Services Manager	From the implementation of the Family Hub Service model, if approved.

## **PUBLISHING THE COMPLETED ANALYSIS**



<b>Completed Date:</b>	June 202; updated October 2020; and then final update November 2020
<b>Lead Officer:</b>	Henry Kilpin
<b>Signed off by (Director level):</b>	Lin Ferguson, Director of Children’s Social Care

Please send your completed EIA to [henry.kilpin@achievingforchildren.org.uk](mailto:henry.kilpin@achievingforchildren.org.uk) or [edwina.gregory@achievingforchildren.org.uk](mailto:edwina.gregory@achievingforchildren.org.uk) for publication.

## **Legal implications from RBWM Family Hub Service Cabinet Report on 25 June 2020**

As part of the preparations for the second phase of public consultation, advice and guidance was sought from the RBWM Legal Team. The text below is taken from the Cabinet Report and included for information.

### **5. LEGAL IMPLICATIONS**

#### **5.1 Section 10 of the Children Act 2004 ("the 2004 Act")**

Section 10 of the Children Act 2004 ("the 2004 Act") imposes an obligation on each local authority in England to make arrangements to promote cooperation between the local authority, its relevant partners, and any other persons or bodies who exercise functions or are engaged in activities relating to children in the local authority's area, as the authority considers appropriate. These arrangements are to be made with a view to improving the well-being of children in the authority's area.

#### **5.2 Section 11 of the 2004 Act**

Section 11 of the 2004 Act applies to various bodies and persons, including local authorities. S.11(2) provides that each such person and body must make arrangements for ensuring that their functions are discharged "having regard to the need to safeguard and protect the welfare of children". In discharging that duty, they must have regard to any guidance given to them for the purpose by the Secretary of State ( s.11(4) ). The relevant guidance is the "Working Together to Safeguard Children".

#### **5.3 Childcare Act 2006**

The Council also has certain statutory obligations under the Childcare Act 2006 ("the 2006 Act") The obligations under the 2004 Act concern children of all ages. The statutory obligations in the 2006 Act concern " young children ", which is defined by s.19 as (essentially) meaning those aged between 0-5. Section 1 of the 2006 Act imposes on local authorities a general duty in relation to the well-being of young children, in these terms:

- (1) An English local authority must -
  - (a) improve the well-being of young children in their area, and
  - (b) reduce inequalities between young children in their area in relation to the matters mentioned in subsection (2).
  
- (2) In this Act "well-being", in relation to children, means their well-being so far as relating to -
  - (a) physical and mental health and emotional well-being;
  - (b) protection from harm and neglect;
  - (c) education, training and recreation;
  - (d) the contribution made by them to society;

(e) social and economic well-being.

This list mirrors the types of well-being described in s.10(2) of the 2004 Act.

Section 3 of the 2006 Act sets out specific duties of local authorities in relation to early childhood services, which are defined in s.2 as including early years provision. S.3(2) provides that:

The authority must make arrangements to secure that early childhood services in their area are provided in an integrated manner which is calculated to -

- (a) facilitate access to those services, and
- (b) maximise the benefit of those services to parents, prospective parents and young children.

Section 3(6) provides that:

"In discharging their duties under this section, an English local authority must have regard to any guidance given from time to time by the Secretary of State."

The language is similar to that of s.11(4) of the 2004 Act.

Section 5A of the 2006 Act is entitled " Arrangements for provision of children's centres." It provides that:

(1) Arrangements made by an English Local Authority under section 3(2) must, so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need.

(2) "Local need" is the need of parents, prospective parents and young children in the authority's area."

The discharge of the sufficiency duty therefore involves the Local Authority considering and assessing three things: the need for children's centres in their area; what provision would be enough to meet that need; and what number of children's centres it would be reasonably practicable for the Local Authority to provide, taking into account such matters as affordability, and practical considerations such as the availability of appropriate buildings, geographic location, and accessibility. Provided all three of these matters are taken into account, there is no obligation to consider them in any particular order.

A "children's centre" is defined in s.5A(4) as:

"a place, or a group of places -

- a) Which is managed by or on behalf of or under arrangements made with, an English local authority, with a view to securing that early childhood services in their area are made available in an integrated manner,

- b) Through which each of the early childhood services is made available, and  
c) At which activities for young children are provided, whether by way of early years provision or otherwise.”

Section 5D of the 2006 Act provides that:

An English local authority must secure that such consultation as they think appropriate is carried out -

...

- (b) before any significant change is made in the services provided through a relevant children’s centre;  
(c) before anything is done that would result in a relevant children’s centre ceasing to be a children’s centre...”

#### **5.4 Sure Start children’s centre statutory guidance**

In April 2013 the Government issued the “ Sure Start children’s centres statutory guidance “ (“the Guidance”) to which local authorities are obliged to have regard when carrying out their duties relating to children’s centres under the 2006 Act. The Guidance states that it seeks to assist local authorities and partners by making clear:

- what they must do because it is required by legislation;
- what they should do when fulfilling their statutory responsibilities; and
- what outcomes the Government is seeking to achieve.

Chapter 2 of the Guidance, which begins at page 9, identifies as an outcome that “Local Authorities have sufficient children’s centres to meet the needs of young children and parents living in the area, particularly those in greatest need of support.“ It then sets out the sufficiency duty, and the various things that a local authority should do when fulfilling it. These include:

- ensure that a network of children’s centres is accessible to all families with young children in their area;
- ensure that children’s centres and their services are within reasonable reach of all families with young children in urban and rural areas, taking into account distance and availability of transport;
- consider how best to ensure that the families who need services can be supported to access them;
- target children’s centres services at young children and families in the area who are at risk of poor outcomes through, for example, effective outreach services, based on the analysis of local need;
- not close an existing children’s centre site in any reorganisation of provision unless they can demonstrate that, where they decide to close a children’s centre site, the outcomes for children, particularly the most disadvantaged, would not be adversely affected and will not compromise the duty to have sufficient children’s centres to meet local need. The starting point should therefore be a presumption against the closure of children’s centres.
- Take into account the views of local families and communities in deciding what is sufficient children’s centre provision.

So far as the obligations to consult under s.5D of the 2006 Act are concerned, the Guidance provides that:

"Local authorities must ensure there is consultation before:

- making a significant change to the range and nature of services provided through a children's centre and/or how they are delivered ...
- closing a children's centre...

Local authorities... should consult everyone who could be affected by the proposed changes, for example, local families, those who use the centres, children's centre staff, advisory board members and service providers. Particular attention should be given to ensuring disadvantaged families and minority groups participate in consultations.

The consultation should explain how the local authority will continue to meet the needs of families with children under 5 as part of any reorganisation of services. It should also be clear how respondents' views can be made known and adequate time should be allowed for those wishing to respond. Decisions following consultation should be announced publicly. This should explain why decisions were taken.

On page 13 of the Guidance there is a section entitled " Supporting families in greatest need of support " which states that to reduce inequalities in outcomes among young children in their areas, local authorities should commission and support children's centres as part of their wider early intervention strategy and strategy for turning round the lives of troubled families. Local authorities should ensure that children's centres offer differentiated support to young children and their families according to their needs. To help fulfil their duty to reduce inequalities between young children in the area, local authorities should consider the role that children's centres can play by:

- providing inclusive universal services which welcome hard to reach families;
- hosting targeted and specialist services on-site where appropriate;
- considering the use of multi agency assessment and referral processes; and
- having children's centre outreach and family support staff work with other services to:
  - support families before, during and after specialist programmes and/or interventions;
  - provide opportunities to help families develop resilience to risk factors; and
  - promote child development.

Page 14 of the Guidance explains that children's centres use universal activities to bring in many of the families in need of extra support. As families build up confidence in relationships with staff and other service users, they often become more receptive to appropriate targeted activities.

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Report Title:	<b>Finance Update: November 2020</b>
Contains Confidential or Exempt Information?	No – Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet – 26 November 2020
Responsible Officer(s):	Andrew Vallance, Head of Finance and Deputy S151 Officer
Wards affected:	All



<b>REPORT SUMMARY</b>	
1	This report sets out the financial position of the Council in respect of the 2020/21 financial year as at the end of Month 6.
2	The report reviews the various elements of the Council's financial position including the revenue budget and its funding, the capital programme, and the Council's financial reserve position.
3	The report reviews the main areas of financial risk impacting on the revenue and capital budgets and in respect of these risks sets out the assumptions that underpin the forecast position for the year.

**1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION: That Cabinet:**

- i) Notes the Council's projected revenue & capital position for 2020/21;**
- ii) Notes the budget movements;**
- iii) Agrees the capital variances and notes the slippage which will be recommended to Council for formal approval;**
- iv) Approves the setting up of a Covid-19 Mitigation Reserve from any underspends during the 2020/21 financial year.**

**2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED**

**Cabinet are requested to note the Council's financial position.**

**3. KEY IMPLICATIONS**

**Table 1: Key implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
General Fund Reserves Achieved	<£6,370,000	£6,370,000 to £6,500,000	£6,500,001 to £16,900,000	> 16,900,000	31 May 2021

#### 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The revenue budget position and projected outturn for 2020-21 as at 30 September 2020 shows adverse movement of £1,211,000 from period 4 on reported service variances as shown in **Table 2** below. These projected service variances arise from a number of areas. This includes an increased projected income shortfall in car parks of £2,261,000 following a change in advice from central government around working from home and the impact of current lockdown measures. In addition there are increased costs of temporary accommodation in housing of £352,000. These changes are partly offset by the release of additional contingency budget of £750,000 which is no longer required as well as reduced costs arising from borrowing. Further details on the variances are given in the relevant service narratives starting at section 5.

4.2 The current projected outturn position for the Council is a positive variance of £3,125,000 in 2020-21 including net costs for Covid-19 of £1,404,000. This results in a pre-Covid projected favourable variance of £4,529,000 and a general fund reserve outturn of £9,138,000 if this surplus is applied fully to our general fund reserves. This surplus is driven by a number of factors including reductions in costs of some corporate budgets, some contingency budgets not required, and some one-off underspends on budgets.

It should be noted that across all areas there are potential ongoing impacts of Covid-19, either a slower recovery to original budgeted costs and income that will continue into the next financial year or in fact a more permanent impact on our budgets. There are also potential continued underspends, again both into next financial year or more permanent. All of these will be considered as part of setting next years budget.

4.3 The first sales, fees and charges Covid-19 compensation scheme return has been submitted to MHCLG. This return totals £2,434,000 and it covers qualifying lost income for the period of April to July 2020. To date we have not received any feedback on this return from MHCLG but have included the compensation amount including a forecast of anticipated future claims in our Covid-19 projections in **Appendix A**.

4.4 As the service Covid-19 projections include the sales, fees and charges loss of income to 31 March 2021 a projected compensation scheme value of £3,405,000 is included in **Appendix A** to cover the income loss for the period August 2020 to March 2021. This income loss is predominantly in Car Parking and Leisure. We will continue to monitor this income figure closely and update in the next budget monitoring report.

4.5 The service budgets of £86,531,000 project an adverse variance of £12,443,000 including Covid-19 costs of £14,569,000, resulting in a pre-Covid projected favourable service variance of £2,126,000.

4.6 Non service budgets of £8,144,000 are projecting a favourable variance of £15,568,000. This includes £7,326,000 of Covid-19 grant (from a total of £9,153,170 of which some was applied to costs and loss of income in 2019/20), £2,434,000 of Covid-19 sales, fees and charges compensation which is claimed but yet to be confirmed and a projection of £3,405,000 for sales, fees and charges compensation for the period of August to March 2021. An increased favourable variance of £749,000 is reported on capital financing costs. This is as a result of increased slippage in the 2020-21 capital programme and lower interest rates on borrowing. The increased slippage is £7,902,000 and is related to regeneration schemes. This results in an increased favourable variance on non-service budgets of £7,424,000.



- 4.7 As approved in the 2020-21 budget £1,519,000 is transferred to general fund reserves from the Business rates volatility reserve leaving £750,000 in that reserve to fund future business rates risk when required.
- 4.8 The underspend of £162,000 on pension deficit recovery arises as a result of the Council prepaying its annual pension deficit payment and receiving a discounted rate for doing so.
- 4.9 A full breakdown of variances against each service area is attached at **Appendix A** and the reconciliation of the projected variance to that included in the Budget Report 2020/21 that went to Council on 25th February 2020 is set out in the table below:

**Table 2: Summary Revenue budget position**

Directorate	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000
Managing Director	2,903	2,847	(56)
Adult Health & Commissioning	47,206	53,698	6,492
Resources Directorate**(including Contingency)	10,803	9,933	**(870)
Place Directorate	2,435	8,033	5,598
Children's Services	23,184	24,463	1,279
Total Service Expenditure	86,531	98,974	12,443
Non service expenditure	8,144	(7,424)	(15,568)
<b>Net Revenue Budget</b>	<b>94,675</b>	<b>91,550</b>	<b>(3,125)</b>
Special Expenses	(1,217)	(1,217)	0
Transfer to / from Reserves	0	3,125	3,125
<b>Gross Ctax Requirement</b>	<b>93,458</b>	<b>93,458</b>	<b>0</b>

\*\* This includes release of contingency of (£2,160)

**4.10 Table 3: Significant service variances over £1,000,000 to 30th September 2020.**

<b>SIGNIFICANT VARIANCES OF £1,000,000 ACROSS ALL DIRECTORATES</b>		
<b>SERVICE</b>	<b>MONTH 4 ACTUALS</b>	<b>MONTH 6 ACTUALS</b>
	<b>£,000</b>	<b>£,000</b>
Children's Services Achieving for Children contract	1,486	1,486
Director ASC, Support Teams & Provider support	1,416	1,412
Parking Services	3,788	6,049
Adult Social Care Income	(1,342)	(1,399)
Corporate Management & Contingency	(1,375)	(2,160)
Housing and Environmental Health	858	1,227
Communities including Leisure	3,013	3,042
Property Service	1,640	1,237
<b>TOTAL SIGNIFICANT VARIANCES</b>	<b>8,626</b>	<b>10,894</b>

- 4.11 A summary of the significant variances to September 2020 is shown in **Table 3** above. Further details can be found in the report as detailed below:

- **Children’s services adverse variance of £1,486,000** is a result of lost income, additional staffing and placement costs both during and following the Covid-19 lockdown period. Further details are on page 22-29 of this report.
- **Director of Adults, Support Teams & Provider support – adverse variance of £1,412,000** is mainly due to payments of £1,270,000 made to adult social care providers to support business continuity in the period of the Covid-19 emergency. Further details are on pages 7-13 of this report.
- **Parking Services – adverse variance of £6,049,000** is as a result of lost income from car parking throughout the year. Further details are on pages 13-16 of this report.
- **Adult Social Care Income – favourable variance of £1,399,000** is due to reimbursement from East Berkshire Clinical Commissioning Group for costs incurred in assisting hospital discharge and preventing hospital admission. Further details on pages 7-13 of this report.
- **Corporate Management and contingency – favourable variance of £2,160,000** includes the release of £1,300,000 contingency for unachievable savings that are reported within the appropriate service areas, release of Adult services demography of £750,000 as well as £75,000 for corporate savings that have arisen due to alternative working arrangements of the workforce.
- **Housing and Environmental Health – adverse variance of £1,227,000** is the increase in demand relating to the Covid-19 emergency for homelessness and temporary accommodation costs. Further details are on pages 20-21 of this report.
- **Communities – adverse variance of £3,042,000** mainly arises as a result of the change in the leisure concession contract and loss of leisure income due to Covid-19. Further details are on page 21 of this report.
- **Property Service – adverse variance of £1,237,000** - is mainly the projected shortfall of Commercial property income as a result of unpaid rent due to Covid-19. Further details are shown on page 22 of this report.

#### 4.12 Savings Tracker

The monitoring of built in savings for 2020-21 is shown in the savings tracker attached in **Appendix B**. This shows the projected savings for 2020-21 as £4,969,000 against a savings target of £7,009,000, resulting in unachievable savings of £2,040,000.

The changes in savings targets since the July 2020 cabinet are shown below:-

- **Transforming Youth and Early Years’ Services – £46,000** increased unachievable saving for transforming youth and early years’ services; the total projected achievable saving is now £427,000.
- **Social Care Transformation Programme – £300,000** increased unachievable saving for delivering the; the total saving of £495,000 is now unachievable in 2020-21. The 2021-22 pre-approved saving from February 2020 Council for the transformation programme increases to £1,700,000, the service have confirmed that this is achievable in 2021-22 and on-going.

- **Costs Of Children’s Placements – £115,000** additional saving achieved resulting in savings achieved in 2020-21 of £815,000 against a target of £700,000.
- **Customer Services – £100,000** unachievable saving for the alignment of the hours in due to Covid-19.
- **Technology across Adult Services – £120,000** of unachievable savings against implementing technology across adult services.
- **Green Waste Subscriptions – £50,000** of additional saving achieved.

#### 4.13 Covid-19 Mitigation Reserve

Given the ongoing uncertainty of the short and medium term financial impact of Covid-19 on the Council’s service budgets, the S151 officer is seeking approval as part of this report to consider setting up a new earmarked reserve at the end of the financial year 2020/21 for use during 2021/22. Approval is also being sought to transfer any revenue underspends from 2020/21 into this reserve. It is felt prudent to raise this issue at this stage particularly in light of the fact that a draft budget is currently being formulated.

During this financial year Central Government has provided all Local Authorities with one-off funding to mitigate the impact of both increased costs and reduced income from sales, fees and charges of the global pandemic on us. At this stage there is no indication that there will be further funding coming forward for future financial years for similar pressures that we may see, although we are awaiting information from the Comprehensive Spending Review at the end of November and the subsequent local government financial settlement that will follow some time after that. Given that predicting some of the potential pressures is challenging as we do not know the continuing restrictions that may or may not be in place in the future, this allows the Council to manage future volatility. In future budget monitoring reports that will be considered by Cabinet, and in budget setting reports that will be considered over the next few months

It needs to be recognised that by funding any pressures from this reserve, the funding is again one-off just like the funding we have received to date. It echoes the fact that the comprehensive spending review is also a one-year settlement for 2021/22 and therefore if there are continuing, ongoing pressures that are identified that can be funded during 2021/22 then these will need to be properly considered over the medium-term financial planning for future years. It will be important if the reserve is set up and utilised during 2021/22 that transparent monitoring and management of its usage will be included in budget monitoring reports during the year including future financial implications.

The reason for this recommendation is to ensure that the Council can smooth any potential spikes in costs and loss of income that would otherwise potentially mean that savings may have to be made with a short-term view and detrimentally impact on service provision.

Every year the Council reviews its reserves usage and appropriateness as part of both budget setting as well as part of its outturn process. If circumstances change then this will be picked up in future reports.

## 5. MANAGING DIRECTOR'S DIRECTORATE REVENUE POSITION

5.1 The Directorate is forecasting an underspend of £56,000 (Month 4 £17,450) for the year 2020/21 as shown in **table 4** below.

### 5.2 Table 4: Managing Director Revenue budget position

Ref:	Managing Director	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Month 4 £000
	<b>Management &amp; Legal</b>				
	Managing Director	248	269	21	21
	Legal, Magistrates Court	628	622	(6)	(6)
	<b>Governance:</b>				
5.3	Land Charges Income	(237)	(187)	50	0
5.4	Elections, Mayoral and Democratic Information	1,474	1,385	(89)	(31)
	Facilities	177	172	(5)	(5)
5.5		613	586	(27)	(17)
	<b>Total MD</b>	<b>2,903</b>	<b>2,847</b>	<b>(56)</b>	<b>(38)</b>

Note: Legal and Magistrates have been moved from Governance to Management to better reflect the reporting lines within the service.

### Areas of Risk & Opportunity (Significant)

5.3 Land charges income - As a result of the suspension of the housing market (Covid-19 pandemic), the demand for land charges services fell during the first quarter of the year. There has been a gradual recovery since the market reopened.

The estimated current annual pressure is at the same level as Month 4 - £50,000. This will remain under review

One-off senior vacancy recruitment costs are likely to be incurred before the end of the year at £21,500.

5.4 Savings and opportunities this year of £127,000 (July £68,000) are anticipated in Democratic Services, Information Governance, Magistrates and Facilities, of which £69,000 relate to reduction in costs due to activity levels relating to Covid-19 .

Anticipated savings have increased since July due to the postponement of parish and district by-elections until 21/22, releasing budgets put aside for that purpose of £27,000 and savings in facilities as recruitment to a vacant post is deferred at £20,000 (annual saving £30,000).

Members allowances - not all potential Special Responsibility Allowances positions have been filled individually and members receive only the highest allowance if they hold more than one position, savings anticipated of £58,000 (Month 4 £52,000).

5.5 Staff working from home has reduced some variable costs within facilities resulting in a £30,000 saving. Reduced rental income from the Desborough Suite is estimated at £33,000. This assumes that the suite will be unavailable to third parties until April 2021.

## 6. ADULTS HEALTH & COMMISSIONING DIRECTORATE REVENUE POSITION

The Directorate is forecasting an adverse variance of £6,492,000 (Month 4 £4,205,000) for the year 2020/21.

### 6.1 Director & Support Teams

The pressure on the Communication & Marketing budget arises from a reduction in income generated both from the Guildhall, and from film and advertising licences, due to the Covid-19 restrictions. Budget pressure in the Coroners service, which is a joint Berkshire wide service, of £47,000 is offset by a number of minor savings in other budgets including an £18,000 reduction in charges from leisure centres for “time out” memberships for carers, giving a net pressure of £24,000.

The Adult Social Care commissioning & support budget is overspent by £1,320,000. In line with government guidance the Council is supporting providers of adult social care with financial support in meeting the additional costs they are incurring in dealing with the Covid-19 pandemic. Support payments of £1,270,000 have been made. No budget had been set for this purpose but there is an expectation that NHS Covid funding will be provided to contribute towards these costs. These costs are not covered by the Infection Control Grant. The balance of the pressure arises from additional costs of the Emergency Duty Team run by Bracknell Forest BC under a joint arrangement.

### 6.2 Table 5: Director & Support Revenue budget position

Service Area	Current Budget	Forecast Outturn	Forecast Variance	%	Change from last Report
	£'000	£'000	£'000		£'000
<b>Director &amp; Support Teams</b>					
<b>Communications &amp; Marketing</b>	439	537	98	22%	45
<b>Transformation &amp; Systems</b>	269	239	(30)	(11)%	(30)
<b>Director, Procurement &amp; Partnerships</b>	427	427	0		0
<b>Modern Records, Coroners &amp; support</b>	537	561	24	4%	(31)
<b>Adult Social Care Commissioning &amp; Support</b>	591	1,911	1,320	223%	(6)
<b>Government Grant Income</b>	(814)	(814)	0		0
<b>Total - Director &amp; Support teams</b>	<b>1,449</b>	<b>2,861</b>	<b>1,412</b>	<b>97%</b>	<b>(22)</b>

### 6.3 Adult Social Care

#### Summary

The Adult Social Care gross expenditure budget is £48,349,000 and the income budget is £13,130,000 giving a net budget of £35,219,000. An underspend of £1,399,000 is now forecast for the year, compared to a £1,342,000 underspend reported to Cabinet in September. However, as noted above, there is a significant cost to the Council this year in respect of its responsibilities to manage and stabilise the “social care market”, whereby financial support is being given to social care providers, estimated at £1,270,000. After accounting for this pressure, the net position of the Council in respect of its financial

management of its social care responsibilities is an underspend of £79,000. The detailed variances are summarised and set out in **Table 6** below.

#### 6.4 Table 6: Adult Social Care Revenue Budget Position

Summary Type	Care Group / Service	Current Budget	Forecast Outturn	Forecast Variance	%	Change from last Report
	<b>Older People &amp; Physical Disability</b>	£'000	£'000	£'000	%	£'000
Spend	Home Care	4,789	5,639	850	18%	21
Optalis	Direct Payments	1,904	1,783	(121)	-6%	(40)
Income	Income - contributions towards personal budgets	(1,224)	(1,224)	0		(135)
Income	CCG income for Homecare		(500)	(500)		(98)
Income	BCF Income: in-year allocation		(446)	(446)		(68)
	<b>Domiciliary Services sub-total</b>	<b>5,469</b>	<b>5,252</b>	<b>(217)</b>	<b>-4%</b>	<b>(320)</b>
Spend	Residential & Nursing care block	8,408	8,276	(132)	-2%	(132)
Optalis	Residential & Nursing care - spot	7,593	6,859	(734)	-10%	302
Income	Income from charges.	(6,041)	(5,527)	514	-9%	(83)
Income	CCG income for Nursing placements		(930)	(930)		(80)
	<b>Residential &amp; Nursing sub-total</b>	<b>9,960</b>	<b>8,678</b>	<b>(1,282)</b>	<b>-13%</b>	<b>7</b>
Optalis	Day & Other Care	1,487	1,668	181	12%	11
Optalis	Short Term Support & Re-ablement BCF	2,231	2,043	(188)	-8%	(68)
Spend	Equipment	621	431	(190)	-31%	(110)
Income	CCG income for Equipment & Staff		(130)	(130)		(17)
C&S	Emergency duty team	258	308	50	19%	(6)
Optalis	Care Teams staffing	2,589	2,549	(40)	-2%	(40)
	<b>Day-care, Equipment &amp; Staff teams sub-total</b>	<b>7,186</b>	<b>6,869</b>	<b>(317)</b>	<b>-4%</b>	<b>(230)</b>
	<b>Older People &amp; Physical Disability Total</b>	<b>22,615</b>	<b>20,799</b>	<b>(1,816)</b>	<b>-8%</b>	<b>(543)</b>
	<b>Learning Disability</b>					
Spend	Residential; Nursing; Supported Living block	1,838	1,797	(41)	-2%	17
Optalis	Residential & Nursing care - spot	6,219	6,226	7		(163)
Optalis	Residential & Supported Living - Optalis provider	3,419	3,207	(212)	-6%	(142)
Optalis	Supported Living - spot	2,799	2,799	0		0
Optalis	Day & Other Care - Optalis Provider	2,533	2,494	(40)	-2%	39
Income	Income from charges	(1,463)	(1,382)	81	-6%	81
Income	Other Income	(598)	(598)	0		0
Optalis	Care Teams staffing	761	671	(90)	-12%	(20)
	<b>Learning Disability Total</b>	<b>15,508</b>	<b>15,213</b>	<b>(295)</b>	<b>-2%</b>	<b>(188)</b>
	<b>Mental Health &amp; other Adult Social Care</b>					
Optalis	Mental Health services	2,442	2,719	277	11%	147
Optalis	Mental Health Team	1,144	1,164	20	2%	20
Income	Mental Health Income	(421)	(421)	0		0
Spend	Transport & Voluntary sector support	501	459	(42)	-8%	(10)
Optalis	Safeguarding, Management & Support	2,347	2,171	(176)	-7%	(176)
C&S	Joint Commissioning Team staff	333	333	0		0
C&S	Provider support	0	1,270	1,270		0

Summary Type	Care Group / Service	Current Budget	Forecast Outturn	Forecast Variance	%	Change from last Report
Optalis	Transformation savings	(495)	0	495		495
Optalis	Better Care Fund Income Optalis	(4,524)	(4,336)	188	-4%	68
Income	Better Care Fund Income RBWM	(3,640)	(3,640)	0		125
	<b>Mental Health &amp; other Adult Social Care Total</b>	<b>(2,313)</b>	<b>(281)</b>	<b>2,032</b>	<b>-88%</b>	<b>669</b>
	<b>Total All Adult Social Care</b>	<b>35,810</b>	<b>35,731</b>	<b>(79)</b>	<b>0%</b>	<b>264</b>
	<b>Adult Social Care Summary</b>					
Spend	<b>RBWM Expenditure budgets</b>	16,157	16,602	445	3%	(214)
Income	<b>RBWM Income budgets</b>	(13,387)	(14,798)	(1,411)	11%	(275)
Optalis	<b>Optalis Contract Total</b>	32,449	32,016	(433)	-1%	759
	<b>ADULT SOCIAL CARE – see table in Appendix A</b>	<b>35,219</b>	<b>33,820</b>	<b>(1,399)</b>	<b>-4%</b>	<b>270</b>
C&S	<b>Adult Social Care – Commissioning &amp; Support</b>	591	1,911	1,320	223%	(6)
	<b>Total All Adult Social Care</b>	<b>35,810</b>	<b>35,731</b>	<b>(79)</b>	<b>0%</b>	<b>(62)</b>

## 6.5 Older people & people with a physical disability

The gross cost of providing homecare and direct payments is forecast to exceed budget by £729,000 due to increased demand. Despite the increase in service provision, income from contributions from service users towards the cost of their care is not expected to rise. This follows guidance from the Department of Health & Social Care (DH&SC) on charging service users whose care package was arranged to facilitate hospital discharge or avoid hospital admission. This pressure on the domiciliary care budget has been more than offset by additional income from the Better Care Fund and from income from the CCG (Clinical Commissioning Group) provided to facilitate hospital discharge and to prevent hospital admissions. The estimated income receivable from the CCG has increased as the DH&SC has announced that reimbursements may continue to the end of the financial year. The net underspend after taking into account all income on domiciliary services is estimated at £217,000.

The number of residents supported long term in nursing homes reduced significantly due to the impact of Covid-19 during the earlier months of this year. The numbers started to increase in June but are expected to remain below budget for the remainder of this financial year. **Chart 1** in section 6.4, illustrates the reduction in spot placements into nursing care since March this year. The number of placements into residential homes remains close to the budget forecast. Due to the lower number of residents gross expenditure for the year on residential and nursing care is expected to be below budget by £866,000. With lower placement numbers there will be a reduction in income from contributions estimated at £514,000, giving a net underspend of £352,000. As with domiciliary care, income from the CCG (Clinical Commissioning Group) provided to facilitate hospital discharge and to prevent hospital admissions will continue to the end of the financial year and therefore estimates of income from the CCG have increased to £930,000. The net saving in long term residential & nursing care is estimated at £1,282,000 as shown in **Table 6** above.

## 6.6 Learning Disability

Expenditure on Learning Disability budgets can vary significantly from budget as noted below under “Areas of Risk & Opportunity” section C. The current care requirements and anticipated care requirements of service users are reviewed regularly as circumstances impacting on costs can change rapidly. Reviews undertaken in recent weeks indicate there

will be an underspend of £246,000 in residential care and supported living budgets partially offset by a reduction in income from service user charges of £81,000. The underspend in the entire Learning Disability budget is expected to be £295,000 this year, see **Table 6**.

## 6.7 Mental Health and other care

Pressures have continued to increase on the budget for residential care for people with mental health problems. Following a detailed review of people considered to need care over the remainder of this year the forecast pressure has risen to £277,000 from £130,000 in the previous report to Cabinet.

The cost of delivering best interest assessments in respect of deprivation of liberty and safeguarding (DOLS) has reduced with these assessments being largely delivered online. DOLS assessments requiring a Section 12 doctor's assessment are also below forecast. For these reasons an underspend of £176,000 is forecast.

Note, in **table 6** below The "Summary Type" column indicates where the budget line falls into the "Adult Social Care Summary" section at the foot of this table. Thus lines with Summary Type "Optalis" will sum to the line "Optalis Contract Total".

## 6.8 Transformation Savings

The transformation saving initiative plans to transform many elements of adult social care delivering savings of £495,000 this financial year and rising to £1,700,000 in 2021/22. This initiative has been delayed due to the Covid-19 pandemic and therefore savings are not anticipated for delivery this year, as shown in paragraph 4.10 regarding the savings tracker (**Appendix B**).

## 6.9 Public Health, Better Care fund

The Public Health budget is fully funded by the £4,761,000 ring fenced Public Health Grant. Underspends on this budget must be carried forward in a public health reserve. A £50,000 underspend is forecast for the year due to vacant posts.

The Better Care Fund is a budget held in partnership with East Berkshire Clinical Commissioning Group and is accounted for in totality in the Council's accounts. Variances to planned spend on individual projects are shown in the service area to which that project relates.

The Better Care Fund includes capital grant income in respect of Disabled Facilities. This income must be spent on items of a capital nature within the purposes for which the grant is allocated. Expenditure on disabled facilities is below budget forecasts due in part to the Covid-19 restrictions and therefore this income will be carried forward to the following financial year.

Service	Current Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Public Health – gross spend	5,197	5,147	(50)
Better Care fund – expenditure	13,747	13,657	(90)
Grant & Better Care fund income	(17,714)	(17,574)	140



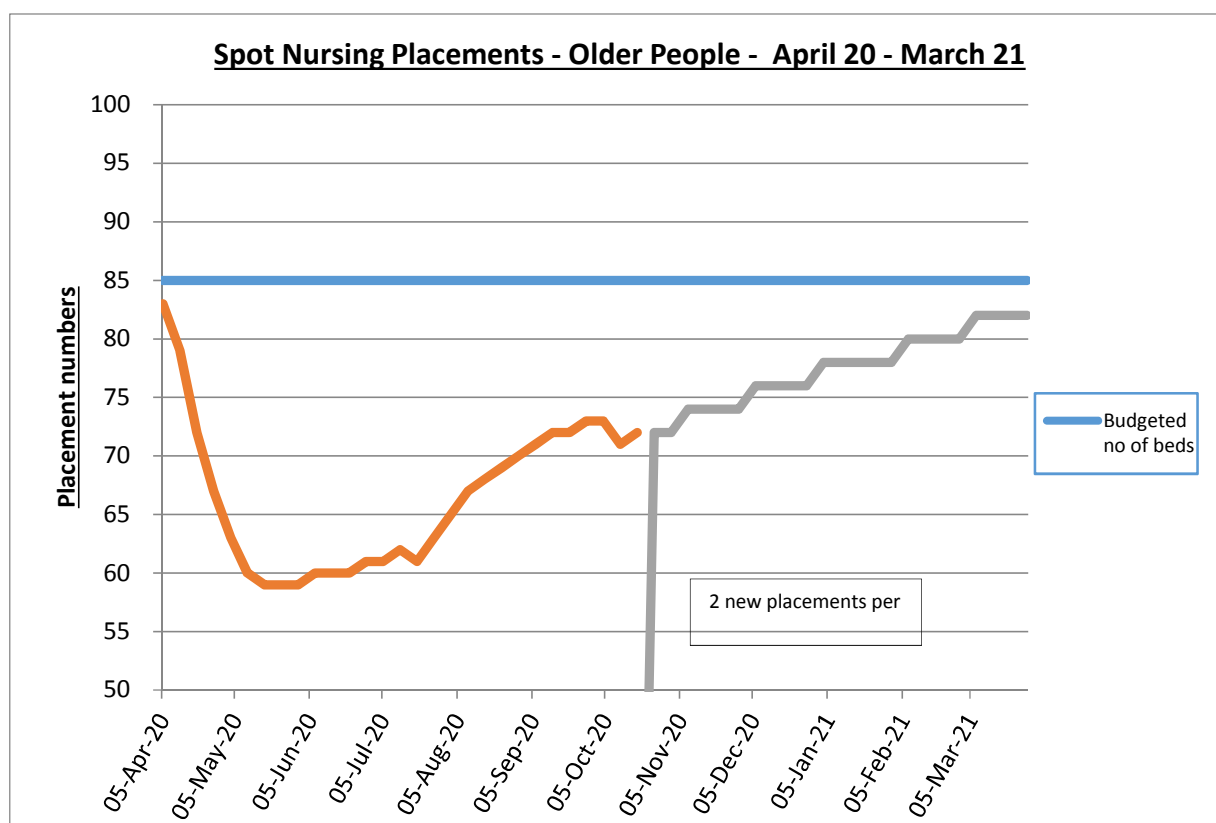
## 6.10 Areas of Risk & Opportunity

### A. Placements of Older People in Nursing Homes.

Residents over 65 years old who require social care support and cannot be cared for in their own home are placed either in residential care homes or in nursing homes. Residents are financially assessed to ascertain how much they should contribute towards the cost of their placement. Nursing care is commissioned under block contracts (97 beds) and spot contracts (95 beds). Block contracts are generally maintained at capacity and by their nature the financial risk is low. The spot contract budget for nursing care is £4,385,000. This is a volatile budget varying with the impact of 'flu epidemics, winter conditions and now, the Covid-19 pandemic.

The nursing care expenditure budget was based upon the actual number of residents in nursing care during 2019/20. **Chart 1** below plots actual placement numbers to the end of October and the forecast numbers for the remainder of the financial year.

### 6.11 Chart 1: Spot Nursing Placements



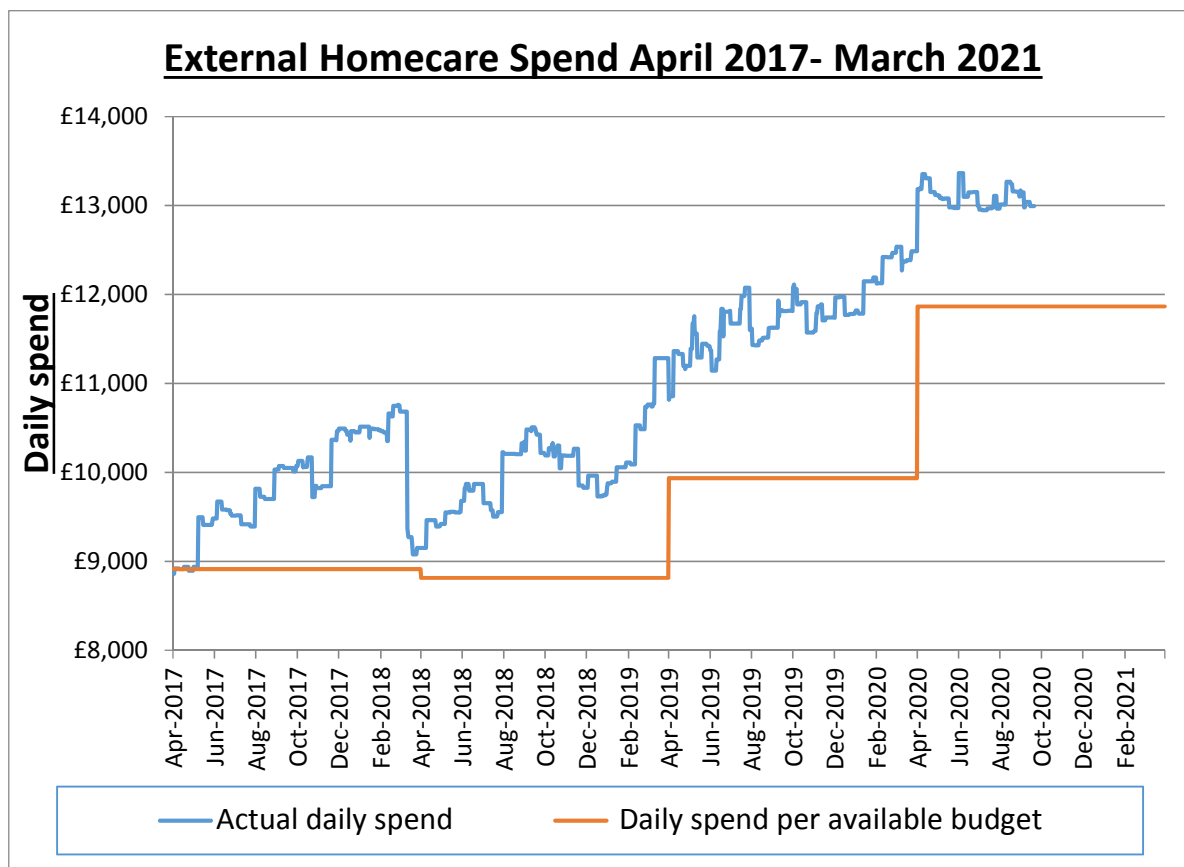
### B. Homecare & Direct Payments to older people

Residents over 65 years old who are assessed to require social care support and can be cared for in their own home are provided with a package of care that will usually include a homecare service. Residents may request to receive "Direct Payments" and use this funding to commission their own care. Residents are financially assessed to ascertain how much they should contribute towards the cost of their care package. Homecare is another volatile budget also varying with the impact of 'flu epidemics, winter conditions and the

Covid 19 pandemic. The current homecare budget for older people and the physically disabled is £4,789,000. The daily spend over recent years is shown in **Chart 2** below.

Following the onset of the Covid-19 pandemic in March this year, there was a significant increase in spend on homecare as measured by spend per day. The rate of spend has ceased to increase; however it remains significantly above budget. Expenditure on homecare is forecast exceed budget by £850,000 this year.

### 6.12 Chart 2: Daily Expenditure on Homecare



### C. People with Learning Disability requiring high level of support

Significant costs are incurred by the Council in funding supported living and residential care packages. **Table 7** below shows the numbers of residents supported by the Council in cost bandings shown by £/week. The number of packages will change for a number of reasons including children transitioning to adults, eligibility for continuing health care (CHC), movements into and out of the borough and changes in the ability of elderly parents to look after their learning disabled children.

The 2020/21 budget for care services including residential care and supported living services for people with a learning disability is £14,275,000. The numbers of people supported within specific cost bandings are shown in Table 7 below.

### 6.13 Table 7 Learning Disability – residents supported shown by cost bandings.

Placement Band £/week	Average Cost £/week	Budget number	Current number (August)	Change in number from last report
0 – 500	184	102	98	(1)
501 – 800	612	27	24	(2)
800 – 1000	907	10	12	3
1,000 – 2,000	1,508	61	58	(2)
2,000+	2,501	25	23	(1)

## 7. Commissioning & Infrastructure

7.1 The Commissioning – Infrastructure budgets include budgets for the provision of the car parking service, highways, street cleaning, transport, grounds maintenance and waste.

### 7.2 Table 8 Commissioning Infrastructure

Infrastructure & Other	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Last Time £000
<b>Commissioning – Infrastructure:</b>				
Parking Income	(10,334)	(4,285)	6,049	2,348
Parking Expenditure including operations	3,277	3,313	36	(87)
Highways street works income	(722)	(372)	350	50
Highways Other	4,729	4,888	159	36
Waste	9,354	9,129	(225)	(25)
Other – Public Conveniences and Pooled Vehicles	76	76	0	0
Commissioning Team	1,060	1,146	86	26
Supported Bus Services (includes Concessionary fares, Transport & Traffic)	1,868	1,928	60	0
<b>Total</b>	<b>9,308</b>	<b>15,823</b>	<b>6,515</b>	<b>2,348</b>

### 7.3 Areas of Risk & Opportunity (Significant)

#### 7.4 Car Parking.

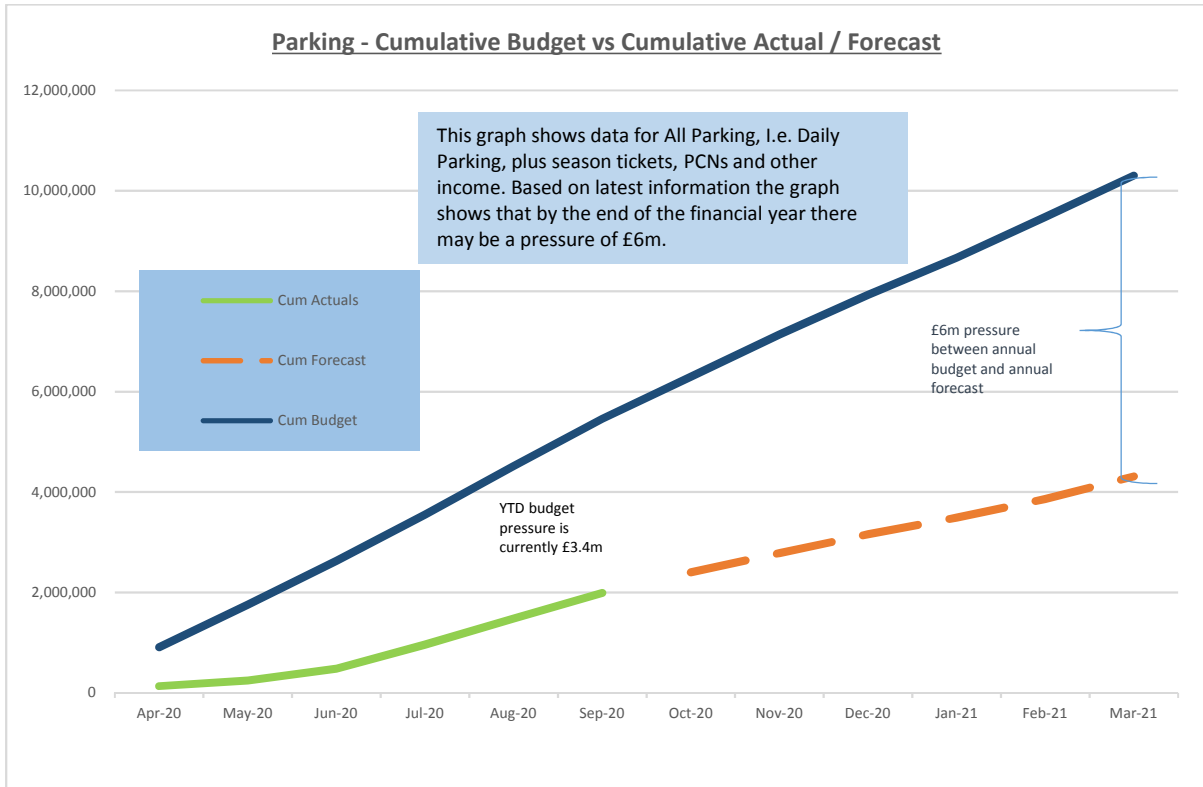
Car parking income has been significantly impacted by an unprecedented reduction in demand as a result of the Covid-19 emergency. Savings of £730,000 built into the budget in 2020/21 are now unachievable this year.

The actual adverse variance as at September for all car parking income was £3,438,000. It is anticipated that the full year pressure as a result of Covid-19 will be in the region of £6,049,000.

The Council has already claimed £1,533,000 of related losses through the LA sales fees and charges lost income scheme in September. Although no funding has been confirmed

at this time a further £2,651,000 will be claimed in the coming months based on our latest forecast. If successful the net pressure is forecast to be £1,865,000.

### 7.5 Chart 3 – Parking cumulative budget



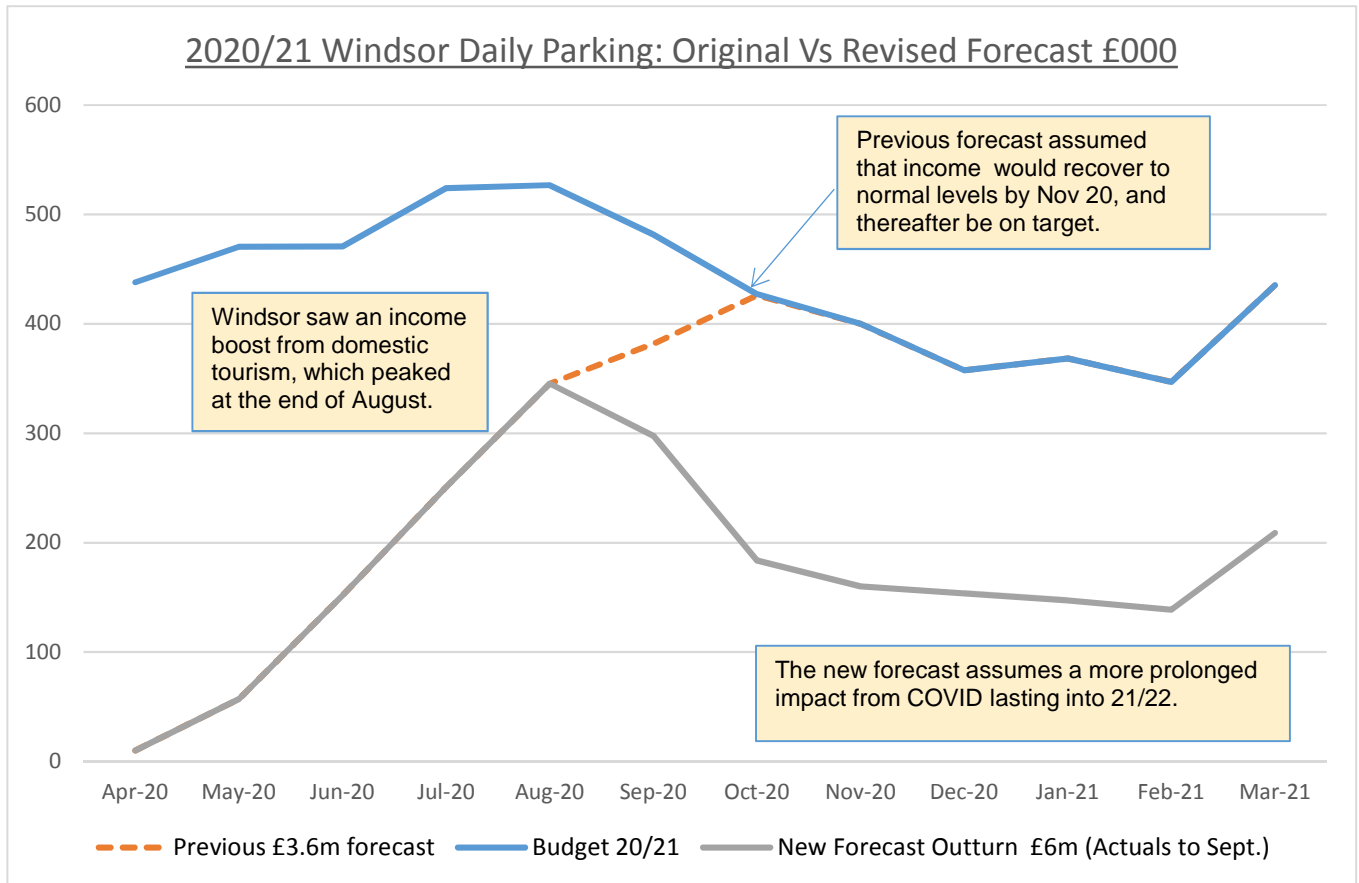
To arrive at the forecast, a model has been used to predict future income. This model includes assumptions based on past experience, income to date, anticipated step changes in income as demand increases in direct relation to the government easing of lockdown restrictions and the nature of past demand. In Windsor that is driven by tourism and short stay parking; in Maidenhead, it is commuters and season ticket sales.

There is a considerable change to the projections since the previous report based on July’s data. The previous forecasts had assumed that there would be significant recovery part way through the year and that we would return to budgeted income levels before the end of the financial year. Such assumptions were felt reasonable, especially as the government advice had been urging workers to return to offices and open the economy up again.

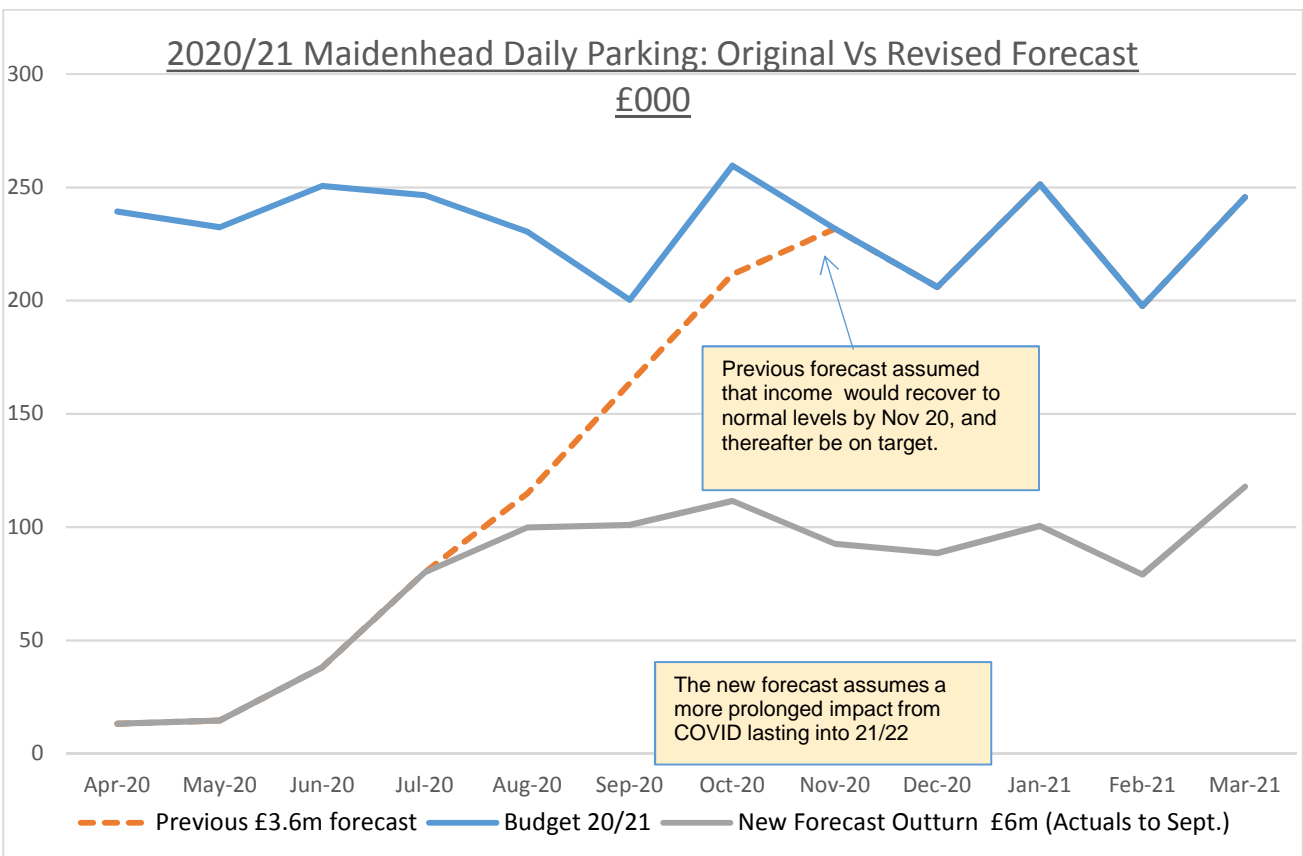
However, the advice from central government has now changed both in terms of working from home as well as the introduction of curfews for some businesses that can affect individuals decisions about visits to town centres and a much more prolonged impact from the pandemic on our car parking income is being forecast.

The following graphs show the trajectory forecast in car parking ticket sales as they flow through the rest of the current financial year.

### 7.6 Chart 4 – Windsor Car Parking Income



### 7.7 Chart 5 - Maidenhead Car Parking Income



Total lost income for car parking tickets is anticipated to be £4,996,000. Other income including season tickets, penalties and lost advertising amount to a further £1,017,000. The model is updated monthly for actual data and assumptions will be reviewed in light of experience.

Of particular concern is parking season ticket sales, only 47% of expected parking season ticket income has been achieved so far and forecasts suggest similar levels of sales for the remainder of the year. Demand has reduced with many people working from home, redundancies and other uncertainties with a significant reduction in individual season ticket holder renewals ; the season ticket income that we have received is predominantly from business customers which are also reduced (last year 70% of season tickets were from businesses).

The previously reported parking service expenditure pressures of £123,000 have now reduced to £36,000 as a result of anticipated reduced maintenance costs in car parks due to Covid-19.

The parking expenditure pressure above relates to two items. A service charge in relation to the Sainsbury's Rotunda building of £72,000 has been in excess of budget for a number of years. Options are under consideration to mitigate this pressure. A 12 month trial for additional warden patrols to cover rural areas where there were issues with illegal parking (ending December 2020) was approved by Cabinet on 29th August 2019 and no specific funding was identified for it. There was an expectation that it could be funded from in year underspends. However, this will not be achieved and it is anticipated that this will cost £49,000 this year.

#### **7.8 Highways Street works and licencing income**

Budgets have been impacted by lockdown; utility companies have delayed street works activities and events which attract fees for use of the public highway have been cancelled or scaled down. It is anticipated that lost income could reach £350,000 for the year. The costs associated with this service relate to fixed establishment costs and so cost reduction is limited.

Other key Highways variances consist of an unbudgeted £80,000 contributing towards extra temporary mortuary space at Wexham park hospital for death management during Covid-19. This expenditure is effectively covered by the centrally held Covid-19 grant but shows as a pressure within the service.

There is £90,000 adverse variance for grounds maintenance contract due to the contract specification being rebased to reflect actual services delivered and reconciliation of previous years inflation and contract uplifts which were not applied, invoiced or built into the base budget.

A £100,000 adverse variance as a result of delays delivering savings through redesigning the supported bus services. This is unachievable in-year due to government Covid-19 advice policy about supporting the local bus network. This is being partly mitigated by a £50,000 saving in concessionary bus fares and identification of alternative capital funding for bridge works.

#### **7.9 Waste**

Budgets are projecting a favourable variance of £225,000 mainly due to the increased take up of green waste subscriptions during Covid-19 and the lockdown period. Overall waste

disposal volumes, across all sources (including civic amenity sites; kerbside materials; street cleansing arisings) have decreased albeit that domestic kerbside volumes have increased.

## 8. RESOURCES DIRECTORATE

- 8.1 The Directorate is forecasting an overspend of £1,220,000 (Month 4 - £1,188,000) for the year, before the contingency adjustment of £2,090,000. This overspend represents 16.2% (July 15.58%) of the current budget of £7,521,000. The overspends mainly relate to reductions in income for some services as well as additional pressures from managing increasing workloads around an increasingly complex set of interventions to support residents and businesses that the government has introduced this year.

The movement for the Directorate as a whole since the last Cabinet report relates to the Adults demographic growth contingency budget which is no longer required of £750,000.

The contingency budget of £1,300,000, set aside for undeliverable savings built into the 2020/21 budget is for all services. Undeliverable savings within resources amounts to £100,000 and relates to parking permit income.

Analysis of the overspend follows **table 9** below.

### 8.2 Table 9 Resources Revenue budget position

Resources	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Month 4 £000
<b>Resources:</b>				
<b>Director of Resources</b>	<b>210</b>	<b>210</b>	<b>0</b>	<b>0</b>
R&B Management & Business Services	1,067	1,396	329	34
Operational Support incl. Parking and Permits	(180)	(26)	154	10
Registrars	(320)	(4)	316	0
Libraries & Residents Services	2,763	2,922	159	24
<b>R, B, L&amp;RS Total</b>	<b>3,330</b>	<b>4,288</b>	<b>958</b>	<b>68</b>
Housing Benefits	91	425	334	(34)
HR, Corporate Projects& IT	2,559	2,557	(2)	(2)
Finance	1,331	1,331	0	0
Corporate Management	70	(40)	(110)	(35)
<b>Sub Total</b>	<b>7,591</b>	<b>8,771</b>	<b>1,180</b>	<b>(3)</b>
<b>Corporate Contingency:</b>				
Demographic growth Adults	750	0	(750)	(750)
Adults Contractual	331	331	0	
Demographic growth Children's	431	431	0	0
Savings Delivery	1,300	0	(1,300)	0
Contract costs	400	400	0	0
<b>Total Contingency</b>	<b>3,212</b>	<b>1,162</b>	<b>(2,050)</b>	<b>(750)</b>
<b>Total Resources</b>	<b>10,803</b>	<b>9,933</b>	<b>(870)</b>	<b>(753)</b>

### 8.3 Areas of Risk & Opportunity (Significant)

#### **Revenues and Benefits Management & Administration**

The impact on this service from increased public demand has been significant. Grants to businesses to help them survive the Covid-19 emergency lockdown is likely to be in the region of £30,000,000 this year (fully funded). The administration of this, and benefit changes, has led to increased staffing costs forecast as a £115,000 pressure this year.

Additional agency cover as well as overtime for existing staff has been required to process a 140% increase in new claims, 400% increase in changes in benefits plus the pressure outlined above.

Courts are currently closed and as result the income normally charged to help fund costs of the Ctax / NNDR recovery service has been nil. There is a provisional opening date of November although there is likely to be a backlog of cases. CTAX/NNDR liability hearings may be delayed into the winter. The anticipated reduction in associated income this year is estimated at £334,000 (Month 4 £368,000), based on the actual revenue achieved up to Q2. Re-profiling of payment arrangements will push any costs recovered into future years.

New burdens funding of £170,000 was received in August and that has mitigated some of these costs. This is included in the net forecast overspend of £295,000 for this service. Given these costs are related to Covid-19, the centrally held Covid grant will fund these one-off.

#### **Parking and Permits**

Lost income as a result of Covid-19 from parking administration (season tickets, removals, suspensions, business permits, visitor vouchers etc.) of £40,000 forecast in July was based on 4 months of Covid impact this year. This has now been extended to anticipate the impact remaining for the whole year given the nationwide changes to the advice in regards to working from home and other economic impacts. The loss of income is now expected to be £75,000. Some vacancy savings in the wider team has gone some way to mitigate this pressure in year to £30,000.

The introduction of charges for residents parking built into the budget at £250,000 is now not fully achievable as permits have been issued over the last 18 months for a period of two years. Thus there is now a delay to the full implementation of charging. This results in a delay and a pressure this year of £100,000. The saving will be fully deliverable in 2021/22.

#### **Registrars**

This service has been significantly impacted by the Covid-19 lockdown as a significant source of income from weddings, has been prohibited. Once restrictions were eased the continuing uncertainty and remaining impact on weddings has continued to negatively impact bookings. This situation is likely to continue into 2021/22.

Wedding income achieved to 30th September is 61% down against the level seen for the same period in 2019/20. Of the 500 weddings booked for 2020/21, 30 have moved to a new date this year, 210 have postponed to next year or have no new date. The impact of recession and increasing levels of unemployment may have an impact on income too. Currently estimated lost wedding income this year is 70% of the budget at £290,000 plus notice fees income losses of £37,000. We will continue to monitor activity levels for the rest of the year.



## Other Library and resident services

Library closures and loss of a tenant as a result of lockdown is having a significant impact on libraries income. Lost income from activities is forecast to be £156,000 in total. Some of this income is likely to be recoverable through the sales, fees and charges compensation scheme. Savings built into the 2020/21 budget for aligning services with demand and increasing use of digital services has been delayed by the library closures, of the £250,000 target only £150,000 is now achievable this year. The remaining £100,000 is being fully mitigated from vacancy and other staff savings in year.

## Housing Benefits

The suspension of enforcement and closure of the courts, recovering overpaid housing benefit has become more difficult. The longer the recovery process takes, the less likely recovery is. Overpayment mainly results from changes in claimants' circumstances, involving retrospective benefit entitlement reductions. Actual income was significantly down against the expected level. It is anticipated that there will be pressure on this budget until the end of the furlough scheme in October. Current estimates are that there will be a £334,000 pressure based on current recovery rates.

The bad debt provision for housing benefit overpayments is reviewed on a monthly basis. The forecasts above do not take account of any anticipated movement in this provision but there may be a need to increase it if the risk of debt being irrecoverable increases. This will be considered later in the year once we have further information on activity levels.

## Corporate Contingency

The contingency is made up of a number of specific elements. £1,300,000 was set aside to bridge the gap where savings became undeliverable. It is anticipated that this will be required this year and it has been released to cover unachieved savings within services. The Adults demographic budget of £750,000 will not be required this year.

## 9. PLACE DIRECTORATE

9.1 The Directorate is forecasting an overspend of £5,598,000 for 2020/21 which is an improvement of £285,000 over the forecast at Month 4 of £5,883,000. Better than expected planning fee income and a delay in potential costs associated with commercial estates has contributed to this decrease and mitigated increased costs in homelessness. All are related to COVID.

Analysis of the overspend follows in **Table 10** below.

### 9.2 Table 10 Place Revenue budget position

Ref:	Place	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Month 4 £000
	<b>Executive Director Place</b>	<b>245</b>	<b>245</b>	<b>0</b>	<b>0</b>
	<b>Housing &amp; Environmental Health:</b>				
	Housing Strategy	775	775	0	(47)
9.3	Homelessness and Advice	648	1,905	1,257	399
	Environmental Health	913	883	(30)	0

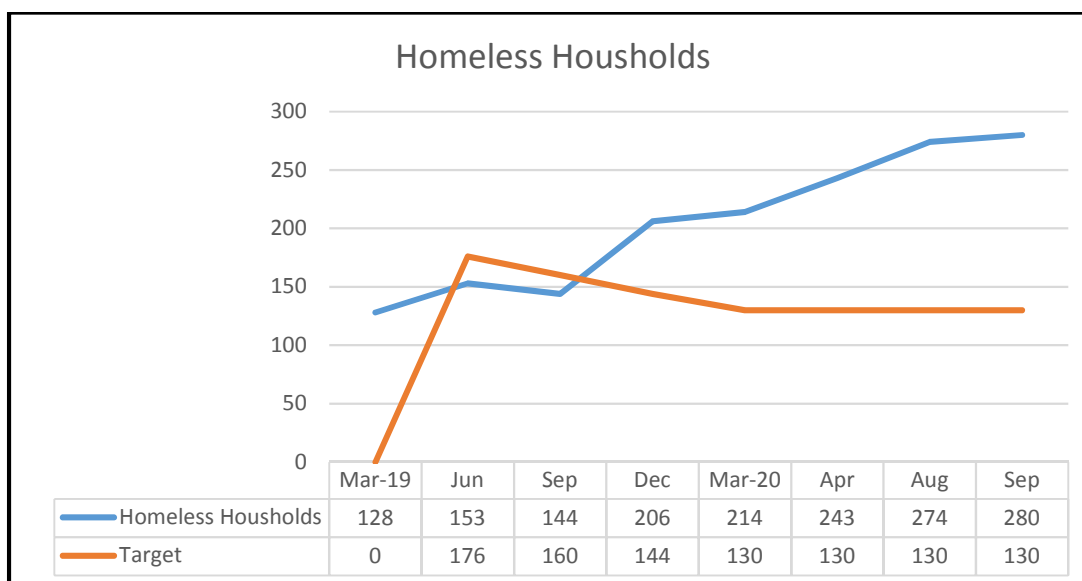
Ref:	Place	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Month 4 £000
	<b>Total H&amp;EH</b>	<b>2,336</b>	<b>3,563</b>	<b>1,227</b>	<b>352</b>
	<b>Planning</b>	<b>1,110</b>	<b>1,110</b>	<b>0</b>	<b>(170)</b>
	<b>Communities:</b>				
	Licencing/Enforcement Team	(456)	(297)	159	12
	Leisure Centres Concession Contract	(2,799)	39	2,838	2
	Communities Other	3,249	3,294	45	15
	<b>Total Communities</b>	<b>(6)</b>	<b>3,036</b>	<b>3,042</b>	<b>29</b>
	<b>Infrastructure, Sustainability &amp; Transport:</b>				
	Visitor Management	88	264	176	(23)
	Other IS&T	1,350	1,266	(84)	(70)
	<b>Total IS&amp;T</b>	<b>1,438</b>	<b>1,530</b>	<b>92</b>	<b>(93)</b>
	<b>Property:</b>				
	Industrial & Commercial Estates	(3,211)	(1,996)	1,215	(293)
	Other Property	523	545	22	(110)
	<b>Total Property</b>	<b>(2,688)</b>	<b>(1,451)</b>	<b>1,237</b>	<b>(403)</b>
	<b>Total Place</b>	<b>2,435</b>	<b>8,033</b>	<b>5,598</b>	<b>(285)</b>

### 9.3 Areas of Risk & Opportunity (Significant)

#### Homelessness

The pressure on this service has been increasing since before the Covid- 19 emergency. The additional government directive to house all homeless in March and to ensure social distancing within temporary accommodation provision has added to the complexity of providing not only accommodation but support services to multiple sites. The chart below shows the growth in demand over the last year.

#### 9.4 Chart 6: Homeless Households



The increase in demand relating to the Covid emergency, including 142 single homeless clients (62 on the Council's pathway) and 138 families in temporary accommodation, is

forecast to cost the Council an additional £1,227,000 this year. This is an increase of £342,000 on the forecast at Month 4.

The forecast at Month 4 of an additional £885,000 cost, assumed that levels of demand would reduce to normal budgeted levels by December. Although officers are being successful in securing longer term homes for service users, additional households requiring support are effectively replacing those that no longer need our services. There is no sign monthly running costs will reduce soon

The Council has been awarded £145,000 as next steps accommodation funding. The funding will be used for an additional (Covid) officer and private sector access officer, these posts will enable us to actively move single homeless through to private sector accommodation and prevent numbers rising further.

### Planning

The number of planning applications fell significantly after Covid-19 lockdown measures were announced by the government and employees began being furloughed. Applications have recovered and now there is no pressure being forecast against planning income (Month 4 £170,000).

### Licencing

Income is down against budget at the end of September by £162,000, an improvement over the July position (£200,000) reflecting the easing of lockdown restrictions and re-opening of licenced premises. Lockdown has had an impact on the taxi industry eliminating demand for new and renewed licences and not all licenced premises have re-opened. It is anticipated that 20% of licencing income will not be achieved - £159,000 out of a budget of £803,000. Of this £67,000 is attributable to Covid.

### Leisure centres concession contract

The contract with Parkwood to provide leisure services on behalf of RBWM was terminated (31<sup>st</sup> July). The impact of the Covid-19 lockdown and closure of leisure centres made the contract financially unsustainable. Leisure Focus, the new provider, took over the provision of leisure services on 1<sup>st</sup> August.

The new contract considers that leisure services will require at least 18 months to recover from the Covid emergency measures and impacts of ongoing social distancing. The financial impact of the change this year and on the latest MTFP is outlined in **table 11** below. Further details can be found in the Part 2 Cabinet report on Leisure Services – Cabinet 25<sup>th</sup> June 2020. There is expected to be a net income stream from the new arrangement from 2021/22.

## 9.5 Table 11 Change in Leisure Provision

	2020/21 £000	2021/22 £000	2022/23 £000
Loss of management fee from Parkwood Leisure	2,885	2,885	2,885
Income from New Provider based on initial business plan	0	(1,142)	(2,307)
Net Settlement payment from Parkwood Leisure after costs	(47)	0	0
<b>Total Pressure</b>	<b>2,838</b>	<b>1,743</b>	<b>578</b>

### Visitor management

This budget has been dramatically hit by the Covid-19 emergency. Since July there has been little change in the circumstances for this service and large scale events are still on hold. No commissions have been received or are likely to be received in 2020/21 (£50,000 loss), advertising through publications (£70,000 loss), and income from local businesses (Windsor partnership - £60,000 loss). This income was essential to achieving the savings built into the budget of £60,000 for 2020/21.

The overall forecast overspend in this service due to Covid-19 is £176,000.

### Industrial and commercial estates

Covid-19 has had and will have a growing and significant effect on the Council's commercial rent position and how the Council is able to effectively manage rental income collection. Closed businesses and those that have furloughed staff, have limited ability to generate cash to pay their commercial rent. Those cash reserves are likely to diminish during the year, making arrears for Q3-Q4 rents increasingly difficult to collect. Payment plans and other arrangements are being negotiated with tenants aimed at securing long term recovery of rental income and minimising voids.

**Table 12** below splits annual rents between tenant risk profiles to give an estimated Covid-19 related pressure this year of £1,282,738 on income.

#### 9.6 Table 12 – Assessment of Tenant Risk

Tenant Risk Category	Base Case Probability	Base Case Income Loss
High	65%	£904,833
Medium	45%	£225,358
Low	35%	£152,547
		<b>£1,282,738</b>

The forecast above is subject to review on an ongoing basis. Risk levels remain unchanged from those reported in July.

Costs relating to defaults have been slipped now into 2021/22 as the moratorium on evictions will push actions to evict into next year. This has reduced anticipated costs this year by £ 290,000 from £500,000 in July.

Unbudgeted extra income relating to Sienna Court of £275,000 and other small favourable variances have partially mitigated this pressure.

## 10. CHILDREN'S SERVICES

- 10.1 Since August 2017 Children's Services of the Royal Borough of Windsor and Maidenhead have been provided through the partnership arrangement with Achieving for Children, a community interest company (a not for profit social enterprise). Achieving for Children works across the London Borough of Richmond, the Royal Borough of Kingston and the Royal Borough of Windsor and Maidenhead. Our services in Windsor and Maidenhead are rated as "good" by Ofsted following an inspection in January 2020.

**10.2** The overall budget for Children’s Services including the Dedicated Schools Grant is £88,540,000 with a net forecast variance of £1,487,000 of which £208,000 is transferred to the Dedicated School deficit resulting in a net overspend on Children’s Services non Dedicated Schools Grant of £1,279,000. The financial position for 2020/21 is set out in **table 13**.

10.3 The updated reported variance has remained at the previous position reported for period 4, July 2020. However, there have been a number of offsetting material movements as reflected below:

**10.4 Social Care & Early Help**

- Children in Care Placements reflects reduced costs including additional savings generated from earlier moves than planned and improved pricing (£198,000)
- Covid-19 reduced indicative costings following the in-year trends and demand patterns which have demonstrated reduced volumes but an increase in the more complex referrals to Children’s Services than previously estimated (£105,000)
- Employee related costs including the increased contribution to the Local Government Pension Fund and other staffing costs of £301,000
- Legal Services increased court proceedings and complexity of cases during the second quarter of £100,000

**10.5 Special Educational Needs and Children with Disabilities**

- Home To School Transport reduced expenditure mainly as a result of re-commissioned contracts for the provision of transport for pupils with Special Educational Needs (£100,000)

**10.6 Table 13 – Children’s Services budget position 2020/21**

	Service	Current Budget £000	Forecast Outturn £000	Forecast Variance £000	Percentage Variance %
	<b>Children's Services non Dedicated Schools Grant</b>				
*	Social Care and Early Help	16,698	18,211	1,513	9%
*	Business Services	3,042	2,988	(54)	(2%)
*	Education	895	920	25	3%
*	Operational Strategic Management	295	342	47	16%
*	Public Health	1,725	1,723	(2)	0%
*	Special Educational Needs and Children with Disabilities	3,144	2,773	(371)	(12%)
	Children's Services – Retained	(2,617)	(2,496)	121	5%
	<b>Total Children's Services non Dedicated Schools Grant</b>	<b>23,182</b>	<b>24,461</b>	<b>1,279</b>	<b>6%</b>
	<b>Dedicated Schools Grant</b>				
*	AfC Contract - Dedicated Schools Grant	11,135	11,463	328	3%
	Dedicated Schools Grant – Retained	54,223	54,103	(120)	0%
	Dedicated Schools Grant Income (transfer to DSG deficit)	(65,358)	(65,566)	(208)	0%
	<b>Total Dedicated Schools Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
	<b>Summary Position</b>				
*	Achieving for Children Contract	36,934	38,420	1,486	4%
	Children's Services – Retained	(2,617)	(2,496)	121	5%
	Dedicated Schools Grant – Retained	54,223	54,103	(120)	0%

Service	Current Budget £000	Forecast Outturn £000	Forecast Variance £000	Percentage Variance %
<b>Total Children's Services budget</b>	<b>88,540</b>	<b>90,027</b>	<b>1,487</b>	<b>2%</b>

\* denotes budget lines that form part of the Achieving for Children contract

The services included within the Children's Services Directorate are set out below in **Appendix G**.

## 10.7 Areas of Risk & Opportunity

The forecast variance of £1,279,000 consists of the following material variances as set in **Table 14**

## 10.8 Table 14 – Children's Services material variances

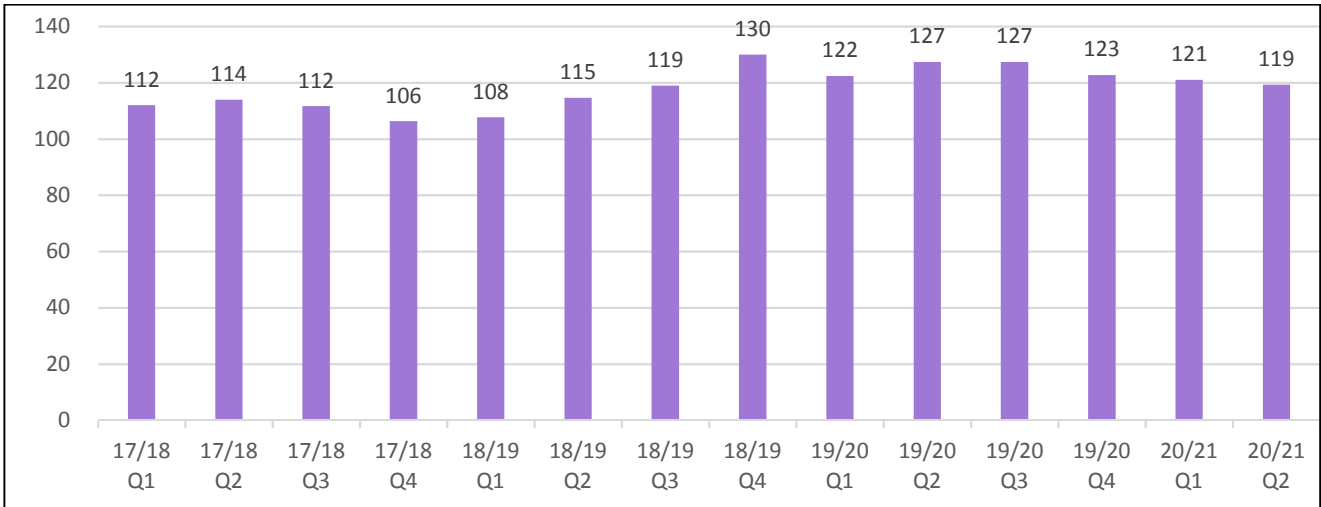
	Business As Usual	Covid 19	Forecast Outturn Variance	Note
	£000	£000	£000	
Total Social Care and Early Help	768	745	1,513	
Total Achieving for Children Other	(141)	(214)	(355)	
<b>Total Achieving for Children</b>	<b>627</b>	<b>531</b>	<b>1,158</b>	<b>1</b>
Children's Services – Retained	93	28	121	<b>2</b>
<b>Total Children's Services non Dedicated Schools Grant</b>	<b>720</b>	<b>559</b>	<b>1,279</b>	
AfC Contract - Dedicated Schools Grant	328	0	328	
Dedicated Schools Grant – Retained	(120)	0	(120)	
<b>Total Dedicated Schools Grant</b>	<b>208</b>	<b>0</b>	<b>208</b>	<b>3</b>
<b>Total Dedicated Schools Transfer to Reserve</b>	<b>(208)</b>	<b>0</b>	<b>(208)</b>	<b>4</b>
<b>Total Net Dedicated Schools Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Forecast Outturn Variance</b>	<b>720</b>	<b>559</b>	<b>1,279</b>	

## 10.9 Total Achieving for Children non Dedicated Schools Grant (Note 1)

The overspend of **£1,158,000** comprises of service overspends of £627,000 mainly relating to employee and operational related costs including the increased contribution to the Local Government Pension Fund and other staffing costs £352,000; the underachievement of the savings plans in respect of the transformation of the new community hubs model £160,000 and Legal Services £25,000; the legal services contract is projecting an overspend due to increased complex cases of £150,000; Children in Care placement projections demonstrate an overspend of £115,000 after incorporating the planned drawdown of the RBWM demography fund; operational costs including interest on balances of £40,000 (which is matched by reduced costs within RBWM). These pressures are partly offset by reduced spend on Home To School Transport mainly as a result of re-commissioned contract rates (£100,000) and increased achievement of the Children in Care Placement efficiency review (£115,000). These variances excluding Covid-19 total £627,000. The cost of Covid-19 totals £531,000 and is shown in **table 15**.

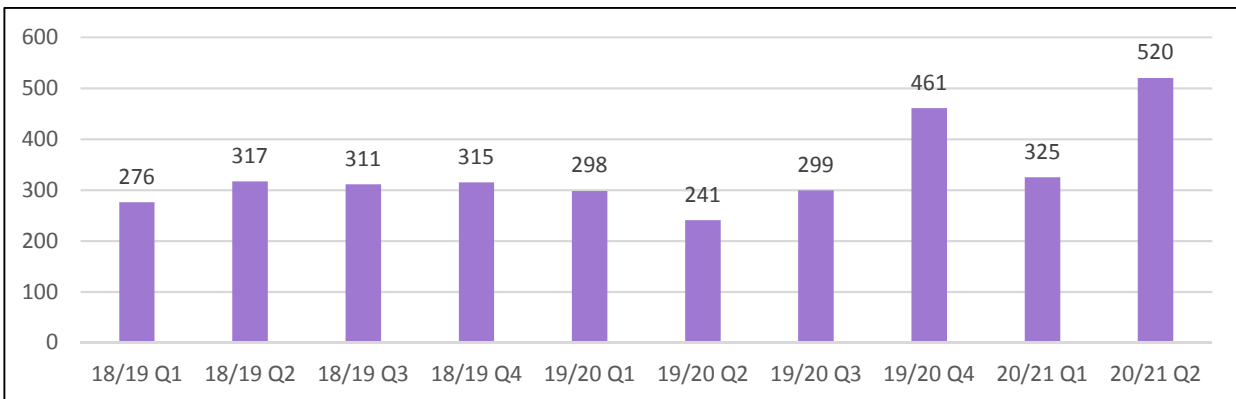
There are a number of key performance indicators that underlie the demands on the service. The charts below reflect the levels of demand on the service since April 2018.

**10.10 Chart 7: Number of Children in Care**



Since 2017/18 quarter 1 there has been a steady increase in the number of Children in Care with a peak of 130 in 2018/19 quarter 4. The average number of Children in Care across the entire period is 118; the average for the last 12 months has been 122. Most recently there has been an increase in the need for specialist placements for children with more complex needs.

**10.11 Chart 8: Number of Children referred to Social Care Services**

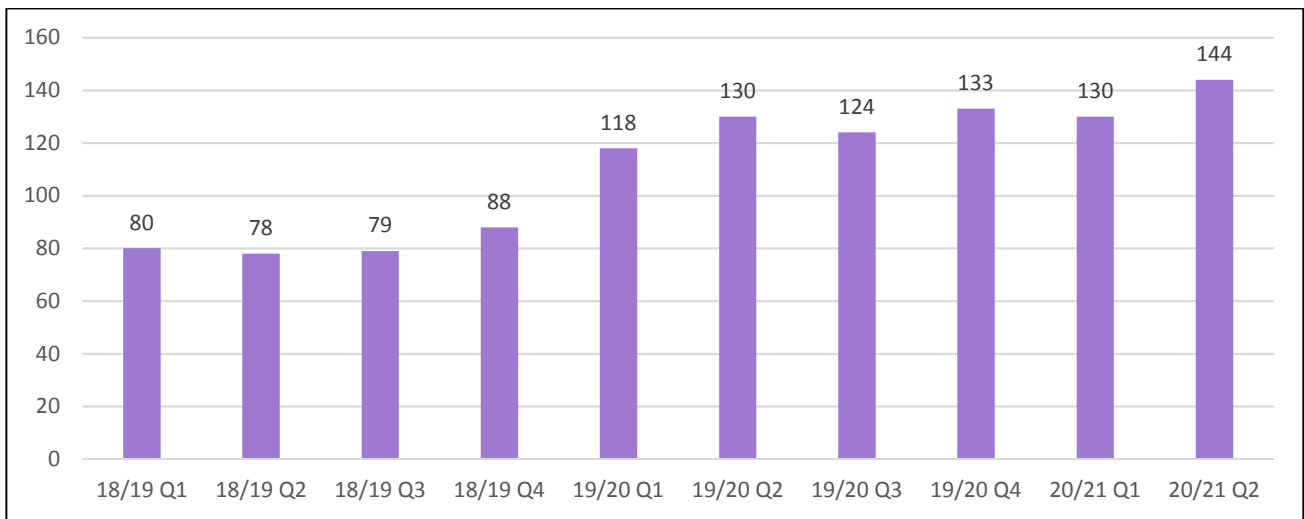


For 2018/19 the number of children referred to Social Care Services was fairly stable. During 2019/20 the volume of referrals initially reduced across the first half of the year, however, there was a significant increase in the final quarter. For 2020/21 quarter 1, as expected due to Covid-19 restrictions, the number of referrals reduced back in line with 2019/20 levels. However, in the most recent quarter there has been a sharp increase of 60%. It has been determined within this cohort of children the level of complexity and need is more significant than previous referrals. This increase in volume and complexity will continue over the coming months.

Extensive work has been undertaken with the multi-agency partnership to increase their awareness of the referral process and when they should be making a referral. The spikes in contacts are evident after multi-agency workshops have taken place. The rate of

referrals can also vary depending on the national and local issues of the day. For example, after a published case review into the death or serious injury of a child, spikes will regularly be seen, as professionals are more likely to be cautious and refer a child.

### 10.12 Chart 9: Number of children subject to a Child Protection Plan



The number of children subject to a Child Protection Plan has increased by 80% between 2018/19 quarter 1 and 2020/21 quarter 2. This position is in line with national data and statistical neighbours.

Historically, RBWM has been below the national average rate for Child Protection Plans, therefore, in 2018/19 analysis was undertaken leading to the introduction of enhanced systems, processes and the undertaking of quality improvement work with staff. From April 2019, an increase in the Child Protection Plan rate could be seen bringing RBWM in line with statistical neighbours. Achieving for Children and its partners have more confidence in the safeguarding arrangements of our most vulnerable children and young people.

Additionally, the financial impact on the service of Covid-19 has been estimated relating to the increased demand on the service and the impact on our current business delivery model. **These variances total £531,000.** The estimated forecast financial impact is summarised as follows:

### 10.13 Table 15 – Achieving for Children forecast financial impact of Covid-19

Classification	£000	Explanation
Staffing	219	Increased demand on the service and impact on staffing levels requiring additional staffing backfill & Personal Protective Equipment
Placements	180	Increased demand on the service and impact on placements requiring additional levels of care
Savings	170	Delays in ability to implement placement and premises related efficiencies and savings
Income	237	Loss of income in from lettings, fees and charges for the Youth Service, Children's Centres and Outdoor Education Activities; Restriction on the ability to charge for unauthorised school absenteeism



Operational	(275)	Reduced Home to School Transport costs during lockdown and whilst the "new normal" is embedded
<b>Total</b>	<b>531</b>	

#### 10.14 Children's Services – Retained non Dedicated Schools Grant (Note 2)

The overspend of £121,000 comprises of service overspends of £93,000 mainly relating to reduced grant as a direct result of the re-aging of a number of Unaccompanied Asylum Seeking young people resulting in a 75% reduction in Home Office funding, £233,000; adverse impact on the revenue budget of a change in accounting treatment of some items previously reported as capital expenditure, £54,000; partly offset by increased Intensive Family Support Grant of £171,000; new Wellbeing for Education Grant (£26,000). These variances total £93,000.

Additionally, the financial impact on the service of Covid-19 has been estimated relating to the increased demand on the service and the impact on our current business delivery model. **These variances total £28,000.** The estimated financial impact is summarised as follows:

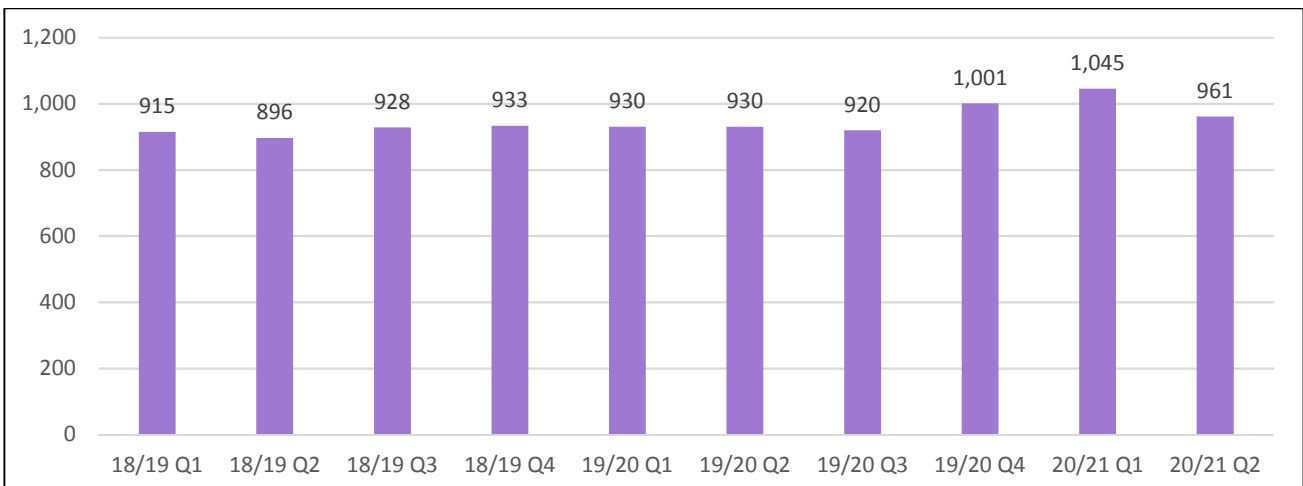
#### 10.15 Table 16 – Children's Retained forecast financial impact of Covid-19

Classification	£000	Explanation
Operational	28	Extension of the contract of a previously identified communication tool to ensure robust communications with schools
<b>Total</b>	<b>28</b>	

#### 10.16 Total Dedicated Schools Grant (Note 3)

The overspend of £208,000 mainly consists of High Needs Block pressures of £810,000 including Pupil Top Up funding and other direct support packages based on the 2019-20 outturn, uplifted to reflect known increases. The increase in allocations paid to schools include changes to the Special Educational Needs funding matrix, re-assessments and new plans. The indicative block funding for 2020/21 does not meet the increase in pressures. The High Needs Block overspend is partly offset by the Schools Growth Fund underspend due to lower levels of pupil growth than funded (£450,000); Early Years Block Private, Voluntary & Independent Nurseries clawback settlement 2019/20 due to lower volume of take-up (£100,000) and staff vacancies (£52,000). **These variances total £208,000.**

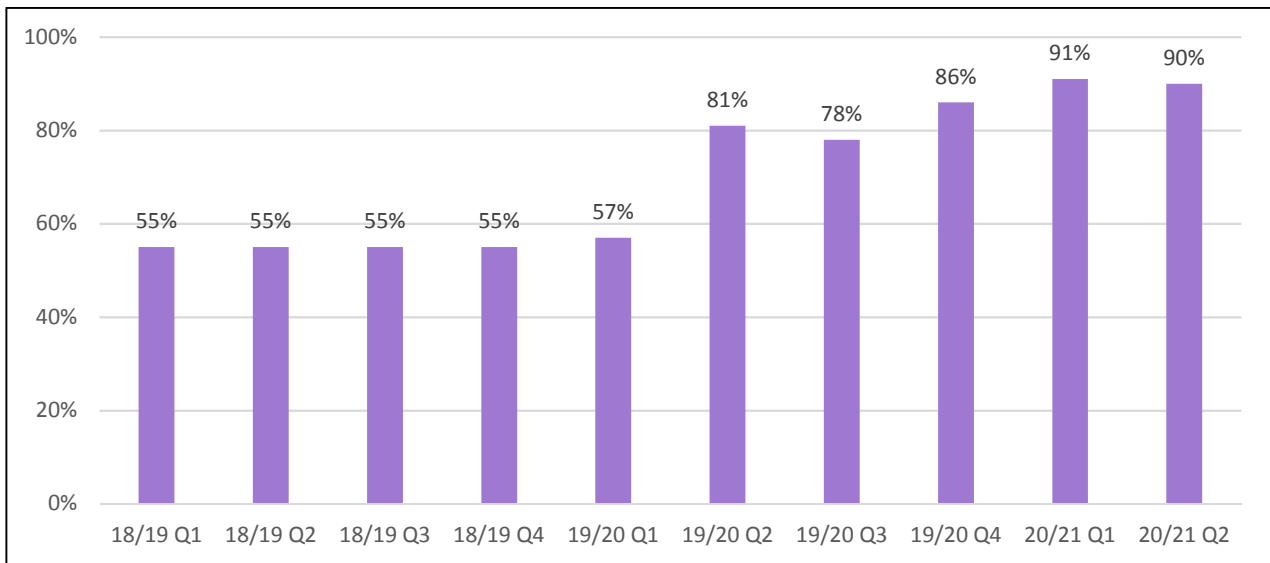
#### 10.17 Chart 10: Number of children with Education Health Care Plans



The number of children with an Education, Health Care Plan has remained constant over the period to 2019/20 quarter 3, however, from 2019/20 quarter 4 and peaking in the following quarter there was a comparable increase of 14%. As expected the current quarter has demonstrated a reduction in numbers due to the turnover of pupils between the academic years.

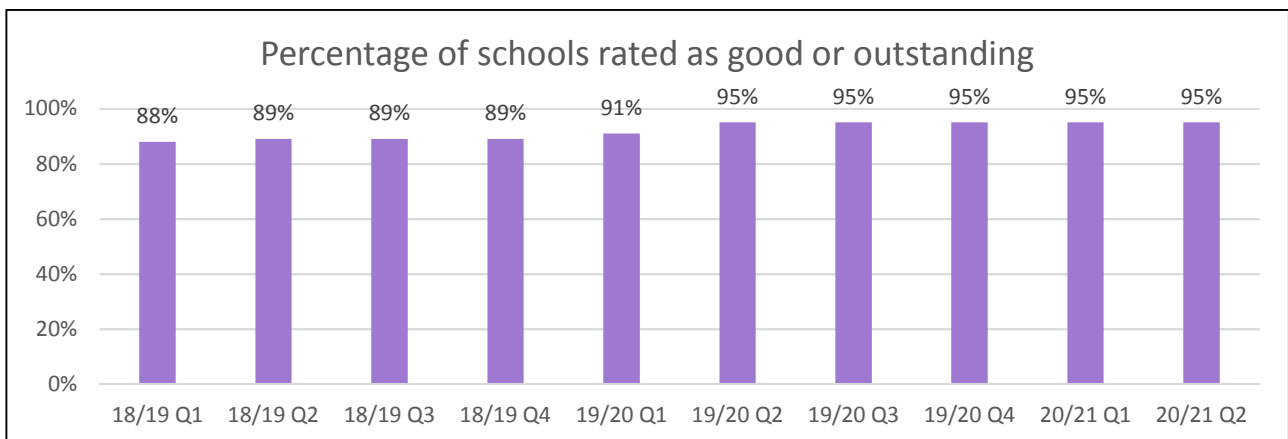
Nationally, authorities are reporting an increase in Education, Health Care Plans. The Department of Education’s review of the detail shows that numbers in secondary schools continue to decline with the rise occurring mainly in primary and special schools.

**10.18 Chart 11: Percentage of Education, Health Care Plans agreed within statutory timescales**



Since 2019/20 quarter 2 there has been a significant increase in the percentage of children with an Education, Health Care Plan agreed within statutory timescales.

**10.19 Chart 12: Percentage of schools rated as good or outstanding**



The percentage of schools rated as good or outstanding has remained constantly high, since 2019/20 quarter 2 the level of success is 95%. This provides education for 94% of the pupils attending school within the Borough.

## 10.20 Total Dedicated Schools Transfer to Reserve (Note 4)

To fund the in-year forecast overspend the negative variance of **£208,000** reflects the transfer of the net in-year deficit to the Dedicated Schools Grant reserve. The estimated deficit carry forward as at 31st March 2021 of £1,233,000 represents a 0.99% cumulative deficit. **These variances total £208,000.**

All local authorities that have a cumulative Dedicated Schools Grant deficit are required to submit a recovery plan outlining how they will bring their deficit back into balance within a reasonable time frame. Achieving for Children have been in discussions with the DfE and a detailed deficit recovery plan will be presented to Schools Forum seeking their agreement.

## 11. OTHER REVENUE BUDGET ISSUES

### 11.1 Collection Fund

The majority of Council spending relies on collecting Council Tax and Business Rates. The Council's budgeted share of these two precepts is £88m in 2020/21. Collection rates are therefore closely monitored.

At the end of September 2020 £55.185 million, equating to 57.37% of Council Tax had been collected against a target collection rate of 58.2%. Business rate collection was £31.139 million equating to 58.11% against a target collection rate of 58.0% as shown in **Table 17** below.

As a result of Covid 19, government introduced two new forms of Business Rate Relief i.e. Nursery Relief and Expanded Retail Relief. To date £664k has been awarded to qualifying Nurseries and £38.398m to businesses qualifying for the Expanded Retail Relief, reducing the Business Rates bill of these premises to £0 for 2020/21.

In addition, two Grant schemes were also announced by Government. £26.225m has been awarded in cash grants for businesses qualifying for the Small Business, Retail, Hospitality and Leisure Grant Fund and £1.078m has been awarded under the Discretionary Grant Scheme.

### 11.2 Table 17: Collection Fund income

COLLECTION FUND INCOME 2019-20 TO 2020-21						
	Total due for Collection for 2020/21	Actual Collected to date for 2020/21	% Collected for 2020/21	% Collected same period last year	2020/21 Targets	2020/21 balance Outstanding
	£	£	£	£	£	£
<b>CTAX</b>						
<b>2019-20</b>						
B/F April 2019	91,823,170	11,071,693	12.06%	11.66%	11.6%	80,751,477
C/F March 2020	91,913,932	90,343,171	98.29%	98.05%	98.5%	1,570,761
<b>2020-21</b>						
Apr-20	96,457,722	11,105,447	11.51%	12.06%	11.6%	85,352,275
May-20	96,424,469	20,099,148	20.84%	21.75%	21.5%	76,325,321
Jun-20	96,403,074	29,151,407	30.24%	30.98%	30.6%	67,251,667
Jul-20	96,481,165	37,932,989	39.32%	40.10%	39.8%	58,548,176
Aug-20	96,137,557	46,507,642	48.38%	49.13%	48.9%	49,629,916

Sep-20	96,183,710	55,185,267	57.37%	58.28%	58.2%	40,998,443
<b>CTAX SUPPORT</b>						
<b>2020-21</b>						
Apr-20	950,876	102,203	10.75%	11.49%	10.8%	848,674
May-20	954,790	169,317	17.73%	18.96%	18.7%	785,472
Jun-20	951,071	235,407	24.75%	26.42%	26.2%	715,664
Jul-20	954,054	302,666	31.72%	34.54%	34.1%	651,388
Aug-20	840,715	361,846	43.04%	41.88%	41.5%	478,869
Sep-20	845,146	402,594	47.64%	49.86%	48.3%	442,552
<b>NNDR</b>						
<b>2019-20</b>						
B/F April 2019	93,494,227	9,515,703	10.18%	11.94%	12.0%	83,978,524
C/F March 2020	89,651,398	88,061,488	98.23%	96.92%	98.3%	1,589,910
<b>2020-21</b>						
Apr-20	55,685,160	5,960,082	10.70%	10.18%	12.0%	49,725,077
May-20	54,208,499	10,831,149	19.98%	19.90%	20.0%	43,377,350
Jun-20	53,732,223	18,849,149	35.08%	31.84%	31.0%	34,883,074
Jul-20	53,846,869	22,994,146	42.70%	41.12%	41.0%	30,852,723
Aug-20	54,115,373	26,473,401	48.92%	49.39%	49.0%	27,641,972
Sep-20	53,586,200	31,139,042	58.11%	57.09%	58.0%	22,447,157

### 11.3 Outstanding Sundry debts

The current level of outstanding sundry debts is £8, 887,000 as at 30<sup>th</sup> September 2020. The age of the debts is shown in **Table 18** below. The debt currently outstanding up to 6 months old is higher than would normally be expected due to Covid-19 and the restraints on our debt collection procedures.

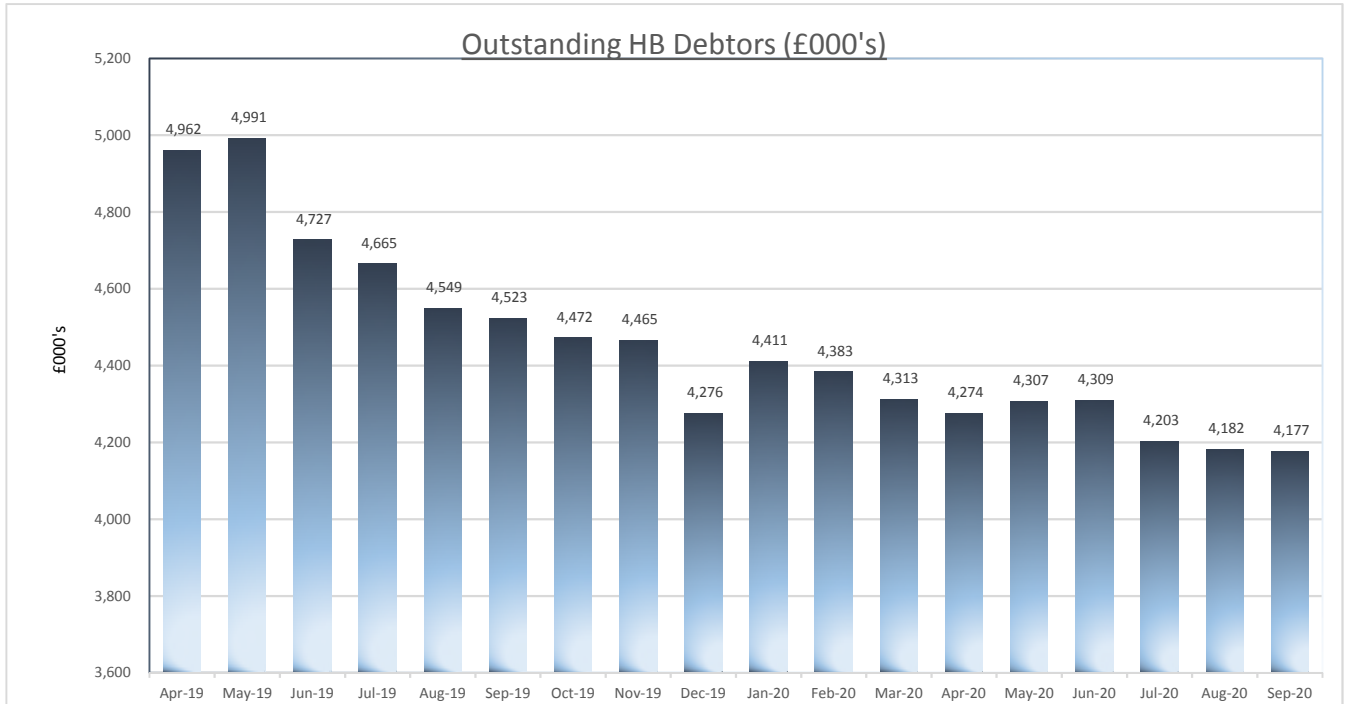
### 11.4 Table 18: Outstanding Sundry Debts

OUTSTANDING DEBTS AND PROJECTED BAD DEBT PROVISION REQUIREMENT AS AT 30TH SEPTEMBER 2020									
SERVICE	2019/20		2020/21 to the 30th of September 2020						
	Debt Outstanding	Bad Debt Provision	Debt Outstanding	<1 month	>1 mth and < 6 months	> 6 months < 1 year	1 to 2 years	> 2 years	Remissions
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Education and Youth	33	21	405	380	0	3	9	14	634
Schools	0	0	72	21	5	0	0	47	0
Housing Loans	313	215	314	0	4	0	8	302	0
Temporary Accommodation - bed & bfast	358	80	348	61	119	44	68	57	1
Adult Social care	3,371	1,046	5,472	1,825	1,784	628	700	535	381
Adult deferred payments	684	0	754	20	54	62	276	341	0
Corporate including Highways and Commercial Property and Leisure	2,236	194	1,521	662	442	272	34	112	1,067
<b>TOTAL DEBT</b>	<b>6,995</b>	<b>1,556</b>	<b>8,887</b>	<b>2,968</b>	<b>2,409</b>	<b>1,009</b>	<b>1,095</b>	<b>1,408</b>	<b>2,083</b>
<b>% of outstanding debt</b>				<b>33.40%</b>	<b>27.10%</b>	<b>11.35%</b>	<b>12.32%</b>	<b>15.84%</b>	

### 11.5 Outstanding Housing benefit debtors

Outstanding Housing benefit debtors as at 30th September 2020 is shown below in **Chart 13**. This debt has decreased to £4,177,000 compared to £4,523,000 in the same period of 2019-20.

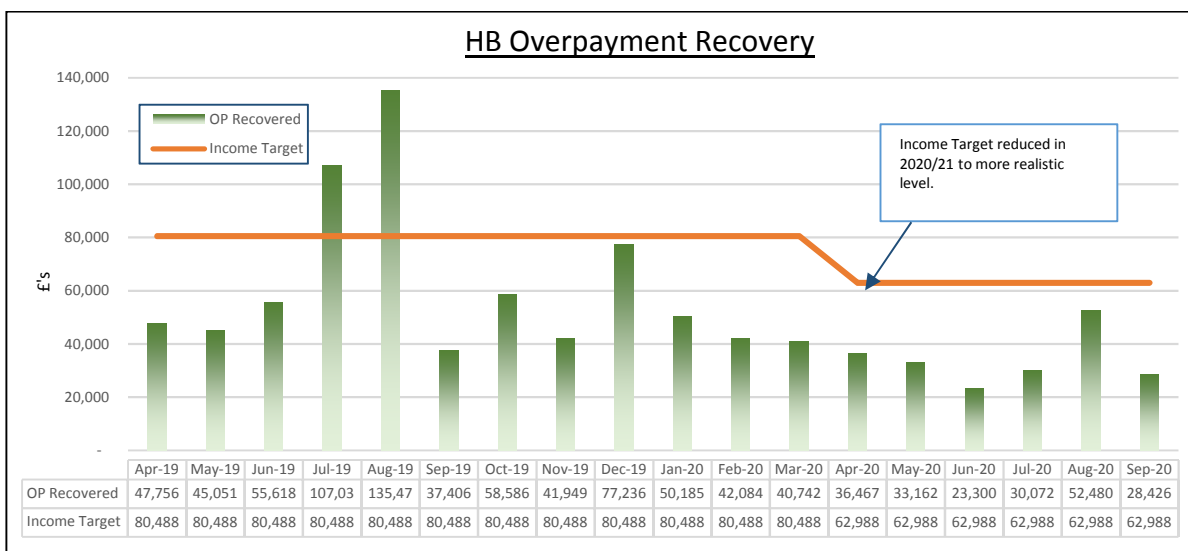
### 11.6 Chart 13: Outstanding housing benefit debtors as at the 30th of September 2020



### 11.7 Housing benefit overpayment recovery

Housing benefit overpayment recovery rates are shown in **Chart 14** below. The income target was reduced in the 2020/21 budget build to make it a realistic target based on the 2019/20 projected outturn.

### 11.8 Chart 14: Housing Benefit Overpayment Recovery



## 11.9 Revenue budget movements

Any movements to the revenue budget are monitored and reported to Cabinet each month; a full analysis is set out in **Table 19** below. There have been no movements in the revenue budget since the September 2020 Cabinet report.

### 11.10 Table 19: Revenue budget movement

**Table 19 Revenue budget movement to 30<sup>th</sup> of September 20-21**

Revenue Monitoring Statement 2020-21					
	Funded by the General Fund (1)	Funded by Provision (2)	Included in the original budget (3)	Total	Approval
	£'000	£'000	£'000	£'000	
<b>Original Budget</b>				<b>86,504</b>	
Severance	8	19		27	Feb 2020 Council
<b>Changes Approved</b>	<b>8</b>	<b>19</b>	<b>0</b>	<b>27</b>	
<b>Approved service budget September Cabinet</b>				<b>86,531</b>	

If additional budget is approved but no funding is specified, the transaction would, by default, be funded from the General Fund Reserve. Transactions in column 1 are funded by the General Fund.

A provision of £19,000 is held for revenue severance costs. This has been used to part fund the additional budget in services for the costs of redundancy that have been incurred this year.

Transactions in column 3 are amounts approved in the annual budget which for various reasons need to be allocated to service budgets in-year. An example would be the pay award/reward budgets. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.

## 12. FUNDING

**12.1** Additional Covid-19 funding has been received since 11th March 2020. The grants are included in the service Covid-19 projections in **Appendix A**. The funding announcements and details as known to date are detailed in **Table 20 below**.

The Council has now received a total of £81,179,000 of Covid-19 grant funding for different purposes across the Council; to date we have spent £82,607,000. Funding for the sales, fees and charges compensation scheme of £2,434,000 and the Integration care system provider payments of £1,270,000 are currently unfunded, however the expectation is that we will receive funding for all of the fees and charges compensation scheme and partial funding of the provider payments. This will be confirmed when notification is received from MHCLG in due course.

## 12.2 Table 20: Covid-19 funding

COVID 19 FUNDING SUMMARY				
FUNDING DESCRIPTION	TYPE OF FUNDING	DATE OF RECEIPT	ACTUAL SPEND & COMMITMENT TO 30/09/20	AMOUNT RECEIVED
<b>COVID BUSINESS RATES FUNDING</b>			<b>£000</b>	<b>£000</b>
Expanded retail relief	Instalments through 20/21	Monthly	38,398	33,164
Council Tax Hardship relief	Up front cash	03/04/2020	434	564
Business rates grants	Up front cash	01/04/2020	26,225	30,587
Additional grant top-up	Up front cash	25/06/2020	1,918	1,948
New Burdens for Business grants support	Up front cash	07/07/2020	included above	170
Expectation is for full funding/zero impact on Council			100	642
<b>TOTALS FOR BUSINESS RATES FUNDING</b>			<b>67,075</b>	<b>67,075</b>
<b>COVID19 GRANT SPENT OR ALLOCATED</b>			<b>£000</b>	<b>£000</b>
Housing grant	Reimbursement	Reimbursement pending	30	30
Covid19 - catch-up premium	Up front cash	30/09/2020	allocated to schools	180
HMRC - JRS Grant (Job Retention Scheme) June	bid/claim	15/06/2020	allocated to schools	15
HMRC - JRS Grant (Job Retention Scheme) August	bid/claim	07/08/2020	allocated to schools	11
HMRC - JRS Grant (Job Retention Scheme) September	bid/claim	07/09/2020	allocated to schools	12
HMRC - JRS Grant (Job Retention Scheme) October	bid/claim	07/10/2020	allocated to schools	13
Coronavirus Schools Emergency Support	Claim completion	28/08/2020	allocated to schools	41
COVID Grant Tranche 1	Up front cash	27/03/2020	2,983	2,983
COVID Grant Tranche 2	Up front cash	18/05/2020	4,149	4,149
COVID grant Tranche 3	Up front cash	05/08/2020	994	994
COVID grant Tranche 3	Up front cash	TBC	1,027	1,027
Emergency Active Travel fund	Up front cash	08/07/2020	140	140
Reopening high streets safely fund	Reimbursement	Reimbursement	134	134
Getting Building Fund - LEP	By bid	TBC	40	40
<b>TOTAL COVID19 GRANT SPENT OR COMMITTED</b>			<b>9,497</b>	<b>9,497</b>
<b>COVID19 GRANT RECEIVED &amp; NOT FULLY SPENT OR COMMITTED</b>			<b>£000</b>	<b>£000</b>
Compliance and enforcement grant	Up front cash	TBC	0	55
RSI		TBC	0	245
Home to School Transport		TBC	0	116
Bus Services Support Grant	Up front cash	28/05/2020	45	60
COVID mental health support for schools	Up front cash	30/09/2020	0	26
KS1 Phonics & KS2 Moderation	Up front cash	30/09/2020	0	6
Test and Trace(over 2 years)	Up front cash	19/06/2020	186	436
Hospital Discharge & Admission avoidance	Reimbursement from CCG	monthly claims	0	1,324
Infection Control Fund - 1st tranche(grant overpaid to RBWM refund expected to be requested)	Up front cash	28/05/2020	1,040	1,125
Infection Control Fund - 2nd tranche(grant overpaid to RBWM refund expected to be requested)	Up front cash	29/07/2020	1,040	1,125
Emergency Food grant	Claim completion	06/08/2020	20	88
<b>COVID19 GRANT RECEIVED &amp; NOT FULLY SPENT OR COMMITTED</b>			<b>2,331</b>	<b>4,607</b>
<b>COVID19 SPEND NO FUNDING CONFIRMED</b>			<b>£000</b>	<b>£000</b>
New funding package for lost income	Compensation claim made	TBC	2,434	0
Integrated Care System (ICS) - Provider support payments	Reimbursement yet to be confirmed	Partial reimbursement expected amount unknown	1,270	0
<b>COVID19 SPEND NO FUNDING CONFIRMED</b>			<b>3,704</b>	<b>0</b>
<b>TOTAL COVID19 GRANT FUNDING</b>			<b>82,607</b>	<b>81,179</b>

### 12.3 Revenue Reserve

At 31 March 2020 the Council had general fund reserves of £8,231,000. As at 30 September 2020 these reserves are forecast to be £9,138,000 at year end. Usable and unusable reserves as well as provisions are shown in **Appendix H**. The current £3,125,000 projected underspend which includes £14,569,000 of COVID19 costs results in a general fund reserve of £9,138,000 which is £2,767,000 above the minimum level approved by Council. It does need to be recognised this is on the basis of receiving all of the SFC income.

As is usual best practice, we will take the opportunity to review our reserves and provisions to ensure that any positive variance is properly applied to manage our risks for future years to improve our financial sustainability. This will be undertaken over the coming weeks and feed into future monitoring reports.

### 12.4 Table 21 General Fund reserve projection

General Fund Reserve Projection at 30.09.20	£000
Opening Balance 01.04.20	8,231
One-Off contribution from reserves	(2,218)
	<b>6,013</b>
Year-end underspend	3,125
<b>Current Projected Balance at 30.09.20</b>	<b>9,138</b>

## 13. MEDIUM TERM FINANCIAL STRATEGY

13.1 The MTFP assumptions will be reviewed over the next few months particularly given the evolving impact of the global pandemic on the Council.

### 13.2 Borrowing projection

Throughout the year the Council's borrowing levels are updated based on cash-flow and spending on the capital programme as shown in **Appendix C**. Currently the Council is borrowing temporarily pending anticipated capital receipts in future years and short-term interest rates remain low. The details of the current borrowing are shown in **Table 22** below. The forecast year-end borrowing position has reduced this month due to revised projections for in year spend on the capital programme. The graph in **Appendix F** shows the actual and forecast end of month gross borrowing levels for the year. These are the actual amounts borrowed. In the table below the Council's investment balances are offset against the gross amount borrowed to give the net borrowing position.

### 13.3 Table 22 Total Borrowing

Borrowing Type	Actual Start Start of Year £000	Actual Previous Month £000	Actual Current Month £000	End Forecast Previous Month £000	Year End Forecast Current Month £000
Long Term	57,049	57,049	57,049	57,049	57,049
Short Term – Local Authority	134,000	83,000	82,000	182,000	161,000
Short Term – LEP	33,521	52,753	68,584	0	0
Investments	(51,726)	(18,009)	(22,382)	(20,000)	(20,000)
<b>Net Borrowing</b>	<b>172,844</b>	<b>174,793</b>	<b>185,251</b>	<b>219,049</b>	<b>198,049</b>



## 14. CAPITAL PROGRAMME

14.1 The forecast gross capital expenditure for the current financial year 2020/21 is shown in **Table 23**. This summarises the projected outturn position by directorate including reported slippage to 2021/22 and any known variances from budget. It is projected that the Council will spend £59,482,000 on capital projects in the current financial year. Teams will continue to be challenged to meet forecast spend and to accurately calculate slippage to 2021/22. Additional slippage of £7,902,000 has been identified this month, mainly relating to Regeneration schemes. Detail on the funding of the capital programme is shown in Table 25.

### 14.2 Table 23 Capital Programme projections.

	Revised Gross Budget 2020/21	Forecast Gross slippage to 2021/22	Current year variances	Projected Gross Outturn 2020/21
	£'000	£'000	£'000	£'000
Managing Director	439	0	0	439
Place Directorate	42,493	(20,759)	45	21,779
Adults, Health & Commissioning	27,322	(720)	0	26,602
Children's Services	7,528	0	0	7,528
Resources	3,518	(239)	(145)	3,134
<b>Total</b>	<b>81,300</b>	<b>(21,718)</b>	<b>(100)</b>	<b>59,482</b>

Further detail on the 2020/21 budget is shown in **Appendix D**. Budget movements to arrive at the revised budget are detailed in **Appendix E**.

The movement in projections from September cabinet by directorate are outlined as follows.

### 14.3 Managing Director

There are no variances or slippage to report at present.

### 14.4 Place

Further slippage of £7,698,000 is reported this month. This is due to Covid-19 delays impacting Maidenhead regeneration schemes. Planned works have been re-profiled for completion in future years. No further variances are reported this month.

Construction of the new Braywick Leisure centre was completed during September. A separate report will be presented to November Cabinet. Once confirmed, final costs will be reported in the next financial update.

### 14.5 Adults, Health & Commissioning

An additional £100,000 slippage on implementing the Adult Services Case Management system has occurred due to Covid-19 pressures. ICT resource capacity has been diverted to support the corporate emergency response.

### 14.6 Children's Services

There are no slippage or variances to report this month.

### 14.7 Resources

The Covid-19 emergency and lockdown led to the closure of the Library buildings in March. Those facilities are now reopening and capital works delayed by the closure are being resumed. This delay has led inevitably to works being re-scheduled and now some will be completed in 2021/22. The relevant budgets totalling £239,000 have been slipped. There are no further variances to report this month.

A full list of year to date variances and slippage is detailed in **Appendix E**.

#### 14.8 Capital Expenditure Financing

Officers regularly review funding to maximise external grants and contributions to fund projects wherever possible to minimise the need to borrow. This month £1,933,000 of additional CIL funding has been allocated to fund specific infrastructure projects. The £59,482,000 projected capital expenditure is set to be funded by the income streams as set out in **Table 24**. It is projected that £31,312,000 of corporate funding is required for the financial year of which £2,326,000 will be sourced from projected capital receipts. The balance will be funded by short term borrowing at a rate of 0.4%. Cash flow projections currently forecast that further slippage is likely and the cost of borrowing for 2020/21 capital expenditure is estimated at £100,000.

#### 14.9 Table 24 Capital Programme financing

Capital Programme funding	£'000
Government Grants	(23,058)
Developers' Contributions (s106 & CIL)	(3,838)
Other Contributions	(1,274)
Corporate funding	(31,312)
<b>Total</b>	<b>(59,482)</b>

Capital programme scheme status is shown in **Table 25**.

#### 14.10 Table 25: Capital programme status

	October 2020
<b>Number of schemes in programme</b>	<b>236</b>
Yet to start	20%
In progress	53%
Completed	9%
Ongoing programmes e.g. Disabled Facilities Grant	18%

### 15. TRANSFORMATION PLAN FUNDED FROM FLEXIBLE RESERVES

15.1 The second year of the transformation plan for 2020/21 has a one-off budget of £1,000,000, funded from flexible capital receipt; this was approved by Council with the budget in February 2020. There is slippage from the 2019/20 transformation plan of £347,091 resulting in £1,347,091 of available budget for transformation in 2020/21. The spend and commitments on the transformation projects to 30 September 2020 is £481,000, resulting in unallocated budget to date of £329,000 for project costs and £537,000 for staff severance costs.

£227,000 has been spent and committed on staffing costs and consultancy and £254,000 on staff severance costs.

To the 30<sup>th</sup> of September 2020 the Council has received £551,000 of capital receipts that can be allocated to the transformation plan; the remaining £796,000 of required receipts to fund the plan is due in 2020/21 but is not yet received. Further details are shown below in **Table 26**.

## 15.2 Table 26: Transformation Plan actuals and commitments to 30th September 2020

<b>TRANSFORMATION PLAN SUMMARY 2020-21</b>			
	<b>PROJECT COSTS</b>	<b>STAFF SEVERANCE COSTS</b>	<b>TOTALS</b>
	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>
Budget brought forward	56	291	347
Budget 2020-21	500	500	1,000
<b>TOTAL BUDGET 2020-21</b>	<b>556</b>	<b>791</b>	<b>1,347</b>
Actual spend to 30th Sept 2020	154	20	174
Commitments	73	234	307
<b>TOTAL SPEND &amp; COMMITMENT 2020-21</b>	<b>227</b>	<b>254</b>	<b>481</b>
<b>UNALLOCATED BUDGET</b>	<b>329</b>	<b>537</b>	<b>866</b>
<b>TRANSFORMATION FUNDING</b>			
			<b>£,000</b>
Capital receipts received as at 30th Sept 2020			551
Capital receipts due in 2020/21 but not yet received			796
<b>TOTAL FUNDING REQUIRED</b>			<b>1,347</b>

## 16. LEGAL IMPLICATIONS

16.1 In producing and reviewing this report the Council is meeting its legal obligations to monitor its financial position.

## 17. RISK MANAGEMENT

17.1 The increase in projected variance will require additional mitigation to reduce it during the financial year.

## 18. POTENTIAL IMPACTS

- 18.1 Equalities – none
- 18.2 Climate change/sustainability – none
- 18.3 Data Protection/GDPR -none

## 19. CONSULTATION

19.1 None.

## 20. TIMETABLE FOR IMPLEMENTATION

20.1 Implementation date if not called in: immediately.

## 21. APPENDICES

21.1 This report is supported by eight appendices:

- Appendix A Revenue Monitoring Statement
- Appendix B Savings Tracker 2020-21
- Appendix C Capital budget summary
- Appendix D Capital monitoring report
- Appendix E Capital budget movements
- Appendix F Borrowing forecast
- Appendix G Children’s variance analysis
- Appendix H Reserve and provisions

**22. BACKGROUND DOCUMENTS**

22.1 This report is supported by one background document:

- Budget Report to Council February 2020.

**23. CONSULTATION (MANDATORY)**

<b>Name of consultee</b>	<b>Post held</b>	<b>Date issued for comment</b>	<b>Date returned with comments</b>
Cllr Hilton	Lead Member for Finance and Ascot	28/10/20	1/11/20
Duncan Sharkey	Managing Director	28/10/20	
Russell O’Keefe	Executive Director	28/10/20	
Adele Taylor	Executive Director and Section 151 Officer	21/10/20	22/10/20 & 28/10/20
Kevin McDaniel	Director of Children’s services	28/10/20	
Nikki Craig	Head of HR and Corporate Projects	28/10/20	29/10/20
Louisa Dean	Communications	28/10/20	
Andrew Vallance	Head of Finance		21/10/20
Hilary Hall	Deputy Director of Commissioning and Strategy(DASS)	28/10/20	30/10/20

**24. REPORT HISTORY**

<b>Decision type:</b> For information	<b>Urgency item?</b> No	<b>To Follow item?</b> No
Report Author: Andrew Vallance, Head of Finance		

Revenue Monitoring Statement 2020/21					
Original Budget	SUMMARY	Revised Budget	Projected Variance including COVID 19 costs	Previously reported Variance as at Sept cabinet	COVID 19 costs
£000		£000	£000	£000	£000
	<b>Managing Director</b>				
364	Management & Legal	876	15	0	0
2,673	Governance	2,027	(71)	(18)	19
<b>3,037</b>	<b>Total Managing Director's Directorate</b>	<b>2,903</b>	<b>(56)</b>	<b>(18)</b>	<b>19</b>
	<b>Children's Services</b>				
(79)	Director of Children's Services	(79)	0	0	0
36,934	Achieving for Children Contract	37,039	1,486	1,486	531
52,640	Children's Services - Retained	51,580	1	1	28
(66,310)	Dedicated Schools Grant - Income	(65,356)	(208)	(208)	0
<b>23,185</b>	<b>Total Children's Services Directorate</b>	<b>23,184</b>	<b>1,279</b>	<b>1,279</b>	<b>559</b>
	<b>Adults, Health and Commissioning</b>				
1,353	Director, Support Teams & Provider support	1,449	1,412	1,416	1,368
7,228	Highways and other Commissioned Infrastructure	7,011	655	543	666
9,365	Waste	9,354	(225)	(200)	(146)
(7,043)	Parking Services	(7,057)	6,049	3,788	5,881
35,398	Adult Social Care	35,219	(1,399)	(1,342)	(810)
13,288	Better Care Fund - Spend	13,747	(90)	0	0
4,657	Public Health - Spend	5,197	(50)	0	0
(16,713)	Grant & BCF Income	(17,714)	140	0	0
<b>47,533</b>	<b>Total Adults, Health &amp; Commissioning Directorate</b>	<b>47,206</b>	<b>6,492</b>	<b>4,205</b>	<b>6,959</b>
	<b>Resources</b>				
210	Executive Director of Resources	210	0	0	0
2,271	Library & Resident Services	2,263	629	595	479
1,076	Revenues & Benefits	1,067	329	295	329
90	Housing Benefit	91	334	368	334
2,574	Human Resources, Corporate Projects & IT	2,559	(2)	0	5
2,805	Corporate Management & Contingency	3,282	(2,160)	(1,375)	(110)
1,352	Finance	1,331	0	0	0
<b>10,378</b>	<b>Total Resources Directorate</b>	<b>10,803</b>	<b>(870)</b>	<b>(117)</b>	<b>1,037</b>
	<b>Place</b>				
245	Executive Director of Place	245	0	0	0
2,362	Housing & Environmental Health	2,336	1,227	875	1,263
1,110	Planning Service	1,110	0	170	0
(5)	Communities including Leisure	(6)	3,042	3,013	2,876
1,335	Infrastructure, Sustainability & Transport	1,438	92	185	190
(2,676)	Property Service	(2,688)	1,237	1,640	1,666
<b>2,371</b>	<b>Total Place Directorate</b>	<b>2,435</b>	<b>5,598</b>	<b>5,883</b>	<b>5,995</b>
<b>86,504</b>	<b>TOTAL EXPENDITURE</b>	<b>86,531</b>	<b>12,443</b>	<b>11,232</b>	<b>14,569</b>
<b>86,504</b>	<b>Total Service Expenditure</b>	<b>86,531</b>	<b>12,443</b>	<b>11,232</b>	<b>14,569</b>
(2,218)	Contribution to / (from) Reserves	(2,218)	0	0	0
0	Contribution from NNDR volatility reserve	0	(1,519)	(1,519)	0
4,217	Pensions deficit recovery	4,217	(162)	(162)	0
0	COVID 19 Sales, Fees and Charges Compensation projected for August to March 21	0	(3,405)	0	(3,405)
0	COVID 19 Sales, Fees and Charges Compensation as per September claim	0	(2,434)	0	(2,434)
0	COVID 19 MHCLG funding	0	(7,326)	(6,299)	(7,326)
(1,767)	Provision for Business rates release	(1,767)	(654)	(654)	0
0	Empty property and Council tax reduction scheme	0	0	0	0
1,767	Collection fund deficit	1,767	654	654	0
0	Transfer from provision for redundancy	(27)	27	27	0
162	Environment Agency levy	162	0	0	0
6,010	Capital Financing inc Interest Receipts	6,010	(749)	0	0
<b>94,675</b>	<b>NET REQUIREMENTS</b>	<b>94,675</b>	<b>(3,125)</b>	<b>3,279</b>	<b>1,404</b>
(1,217)	Less - Special Expenses	(1,217)	0	0	0
0	Transfer to / (from) balances	0	3,125	(3,279)	0
<b>93,458</b>	<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b>93,458</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>General Fund</b>				
	Opening Balance	8,231			
	Contribution to / (from) Reserves	(2,218)			
	Budget Transfers (from) Balances	0			
		<u>6,013</u>			
	Transfers (from) Balances, Variance	3,125			
	Budget General Fund Outturn	<u>9,138</u>			

**RBWM SAVINGS 20/21**

		General Information					Financials				If savings impacted as a result of COVID when will the full-year savings be achieved					
Savings Ref / FYE	Directorate	Service	MTEP Savings Title	How will savings be achieved?	Lead Officer	Finance Lead	2020/21 Savings Target £000	% of target full year forecast	Overall Performance RAG	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies <i>(must be completed for all savings that have an amber or red overall performance RAG)</i>	Actual saving to 30th Sept £000	Savings Forecast £000	Yes / No Covid impact	2020/21	2021/22	Saving not achievable at all
1	B4	Optalis Contract	Review of posts in Optalis	Staffing	Lynne Lidster	David Trim	31	100%	GREEN	Completed - saving achieved.	31	31	No	No	No	No
2	B4	Commissioning & Support	Review of posts in commissioning function	Staffing	Dan Brookman	Tracy Watkins	20	100%	GREEN	Completed - saving achieved.	20	20	No	No	No	No
3	B2	AFC Contract - LA Funded	Transform youth and early years services to be targeted at the most vulnerable	Staffing	Kevin McDaniel		450	5%	AMBER	Loss of income in Youth Service, Children's Centres and Outdoor Education Activities due to COVID19 £206,000. RBWM Property Company have identified delays in achieving property related savings in light of COVID19 £70,000. Following Cabinet April 2020 there was a subsequent decision to "call in" the proposed transformation of the community hubs. This will lead to a delay in implementation, now planned as 01-01-21 resulting in additional non achievement of planned savings £151,000.		23	Yes	No	Yes	No
4	B4	Adult Social Care - Spend	Optimise the provision of carers services	Contracts	Lynne Lidster	Tracy Watkins	75	100%	GREEN	Completed - saving achieved.	75	75	No	No	No	No
5	B4	Adult Social Care - Spend	Optimise the delivery of the supported employment service by integration with council-owned services	Contracts	Lynne Lidster	David Trim	166	100%	GREEN	Completed - saving achieved.	166	166	No	No	No	No
6	B4	Adult Social Care - Spend	Deliver befriending service in a new and different way	Contracts	Lynne Lidster	Tracy Watkins	35	100%	AMBER	Decision to extend the befriending service for three months in the light of Covid-19 and requirement for more befriending services for residents to deal with the current crisis.		35	Yes	No	Yes	No
7	B4	Adult Social Care - Spend	Deliver adult social care transformation programme	Contracts	Hilary Hall	Alan Abrahamson	495	0%	RED	This is difficult to quantify because we just don't know what the impact of Covid-19 will be on our cohorts of service users. We will continue to deliver transformation but outcomes are unclear at this stage. Equally we don't know the impact of the provider uplifts which are being driven nationally. I have assumed a reduction in the saving on the basis of uncertainty but more work will be needed to quantify.		-	Yes	No	Partial	No
8	B4	Adult Social Care - Spend	Optimise the delivery of the Recovery College	Contracts	Anna Richards	Tracy Watkins	35	100%	GREEN	Completed - saving achieved.	35	35	No	No	No	No
9	B4	Adult Social Care - Spend	Implement technology enabled care across adult services	Contracts	Dan Brookman	Alan Abrahamson	120	0%	AMBER	Technology solutions have been expedited due to Covid-19 so expect to deliver full saving.		-	No	No	No	No
10	B2	AFC Contract - LA Funded	Optimise costs of placements for children in the care of the local authority	Other	Kevin McDaniel		700	116%	GREEN	Total budgeted saving of £700,000 exceeded by further savings of £115,000 generated from earlier moves than planned and improved pricing, however, recognition there may be some slippage in further movements as Public Health England continues to restrict conditions for movement.	815	815	Yes	Yes	Yes	No
11	B4	Adult Social Care - Spend	Optimise the delivery of health checks	Other	Anna Richards	Tracy Watkins	10	100%	GREEN	Completed - saving achieved.	10	10	No	No	No	No
12	B4	Adult Social Care - Spend	Allocation of Public Health reserve to meet current needs	Other	Anna Richards	Tracy Watkins	46	100%	GREEN	Completed - saving achieved.	46	46	No	No	No	No
13	B4	Adult Social Care - Spend	Introduce an online financial assessment for adults to calculate financial contributions for care and support	Other	Hilary Hall	Alan Abrahamson	-		RED	Initial work will be completed this year and savings may be achievable in 2020-2021.		-	Yes	No	Partial	No
14	B2	AFC Contract - LA Funded	Remove additional local authority support for school improvement in Academy schools	Other	Kevin McDaniel		20	100%	GREEN	Work with Academy schools to ensure fully aware of changes in support. Savings delivered.	20	20	No	No	No	No
15	B2	AFC Contract - LA Funded	Recruitment drive to improve Social Worker workforce stability and outcomes	Staffing	Kevin McDaniel		100	100%	GREEN	Implementation of new service structure with vision to reduce reliance upon interim social workers due to changes in practice and as a direct result of OFSTED; Social Worker recruitment expected to achieve saving in full; status is "succeeding" based on recent recruitment offers and agency staff conversions.		100	Yes	Yes	Yes	No
16	B2	AFC Contract - LA Funded	Legal savings in Achieving for Children	Staffing	Kevin McDaniel		25	0%	RED	Due to issues with contractual charging rates it was agreed not to move to the proposed new supplier, therefore, saving are not going to be delivered in 2020/21. Current provider contract extended from 01-04-20 with ongoing discussions relating to increased contract efficiencies with the expectation that savings will be delivered for 2021/22.		-	No	No	No	Yes
17	B2	AFC Contract - LA Funded	Operational efficiency within the Achieving for Children finance team	Staffing	Kevin McDaniel		25	100%	GREEN	Savings delivered.	25	25	No	No	No	No
18	B2	AFC Contract - LA Funded	Delete a vacant post in the Achieving for Children Management team	Staffing	Kevin McDaniel		110	100%	GREEN	Savings delivered.	110	110	No	No	No	No
19	B5	Community, Protection & Enforcement Services	Re-focus Community Wardens on problem solving, achieving staff savings	Staffing	David Scott		180	100%	GREEN	Restructure being implement wef 6 April, full saving will ot be in place until 1st june so 10 month saving should be achieved.		180	No	No	No	No
20	B6	Library & Resident Services	Focus customer service in Windsor at Windsor Library Increase the use of 24/7 digital options on the council website Align Library opening hours to service demand Align call centre opening hours to service demand	Staffing	Angela Huisman		220	55%	AMBER	The changes to make the following savings have already been implemented: York House £75K, Digital Channel Shift £20k, Contact Centre reduction in opening hours £25K. £100K is due to be made by reducing opening hours at libraries. The Public Consultation has been delayed by Covid-19 and will now be concluded in April 21. The savings unachieved will be mitigated fully in year from staff vacancies. To achieve them in 21/22, openig hours will need to be formally reduced.		120	Yes	Yes	Yes	No
21	B5	Community, Protection & Enforcement Services	Removal of PCSO funding	Staffing	David Scott		74	100%	GREEN	Notice given. Expect saving to be achieved in full.		74	No	No	No	No
22	B5	Community, Protection & Enforcement Services	WAM Get Involved support	Grants	David Scott		33	100%	GREEN	SLA ends in june so saying should be delivered.		33	No	No	No	No
23	B5	Community, Protection & Enforcement Services	STRIVE	Grants	David Scott		8	100%	GREEN	Completed - saving achieved.	8	8	No	No	No	No
24	B4	Communications	Deliver system efficiencies through the new customer relationship management system	Contracts	Louisa dean		25	100%	GREEN	CRM and CMS project have started with a project plan. Target date for completion is August 2020		25	No	No	No	No
25	B3	Communities, Enforcement and Partnerships	Review grant payments in line with developing voluntary sector funding strategy	Grants	Karen Shepherd	Karen Reader	100	100%	GREEN	Grants offered now based on reduced budget	100	100	No	No	No	No
26	B5	Communities, Enforcement and Partnerships	Citizens Advice Bureau grant	Grants	David Scott		16	100%	GREEN	Will be achieved		16	No	No	No	No
27	B5	Infrastructure, Sustainability & Transport	Reduce the current grant provision for The Old Court, Windsor from September 2020.	Grants	Suzie Parr	Karen Reader	8.50	100%	GREEN	Savings from September 20		9	No	No	No	No
28	B5	Infrastructure, Sustainability & Transport	Reduce the current grant provision for Norden Farm from September 2020	Grants	Suzie Parr	Karen Reader	17	100%	GREEN	Savings from September 20		17	No	No	No	No
29	B6	Revenues & Benefits	Cease the provision of the GROW service with residents being be signposted to alternative forms of assistance.	Staffing	Louise Freeth		63	102%	GREEN	Staff redundant wef 31.03.20.		64	No	No	No	No
30	B3	Law & Governance	Cease support for the One Stop Shop in Datchet	Grants	Karen Shepherd	Karen Reader	1	100%	GREEN	Relate to things we simply won't do next year.		1	No	No	No	No
31	B6	IT	Rationalise the council's current mobile phone usage to reduce operating costs	Contracts	Nikki Craig		10	100%	GREEN	Whilst maybe not from reduction in mobile phone line rental, this will be achieved through telephony savings.		10	No	No	No	No

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		General Information						Financials Month				If savings impacted as a result of COVID when will the full-year savings be achieved				
Savings Ref / FYE	Directorate	Service	MTEP Savings Title	How will savings be achieved?	Lead Officer	Finance Lead	2020/21 Savings Target £000	% of target full year forecast	Overall Performance RAG	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies <i>(must be completed for all savings that have an amber or red overall performance RAG)</i>	Actual saving to 30th Sept £000	Savings Forecast £000	Yes / No Covid impact	2020/21	2021/22	Saving not achievable at all
<b>Savings per Budget 20/21</b>																
32	B3	Law & Governance	Remove budget for individual members to attend conferences/training	Other	Karen Shepherd	Karen Reader	3	100%	GREEN	Relate to things we simply won't do next year.		3	No	No	No	No
33	B3	Law & Governance	Removal of all refreshments from council meetings, member briefings and member training sessions	Other	Karen Shepherd	Karen Reader	10	100%	GREEN	Relate to things we simply won't do next year.		10	No	No	No	No
34	B6	Revenues & Benefits	No longer print and distribute Council Tax leaflet with bills	Other	Louise Freeth		5	100%	GREEN	Costs end of year		5	No	No	No	No
35	B4	Communications	Optimise use of digital distributing Around the Royal Borough	Other	Louisa dean	Tracy Watkins	23	100%	GREEN	ATRB is being reduced to two issues this year. Due to COVID-19, one has also been removed from the schedule. A newsletter will be delivered to all homes in the next few weeks but this will be less than ATRB costs. However, there is no advertising income being generated		23	No	No	No	No
36	BTL	CTAX Income	Empty Properties Relief - reduction	Income	Louise Freeth		70	100%	GREEN	Collection fund item		70	No	No	No	No
37	BTL	CTAX Income	Review of Council Tax Reduction Scheme Discount levels	Income	Louise Freeth		330	100%	GREEN	Collection fund item		330	No	No	No	No
38	B6	Finance	Vacancy Factor/Recruitment Freeze	Staffing	Adele Taylor		100	100%	GREEN	Allocation to be confirmed by Finance, should be achievable		100	No	No	No	No
39	B6	Library & Resident Services	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers	Income	Angela Huisman		250	60%	AMBER	Delay in implementation, expected savings now reduced for this year		150	Yes	No	Yes	No
40	B5	Property Service	Additional Management Fee from Countryside	Income	Russell O'Keefe		300	100%	GREEN	It is on track to be delivered in March		300	No	No	No	No
41	B5	Community, Protection & Enforcement Services	Post Deletions	Staffing	David Scott		200	100%	GREEN	All actioned in the 20/21 budget build		200	No	No	No	No
42	B4	Commissioning-Infrastructure	Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	Income	Ben Smith	Abid Hussain	250	100%	GREEN	Savings are dependant upon being able to deliver the full service during the Covid-19 response and recovery and resident behaviours not being adversely affected from modelled projections		250	No	No	No	No
43	B4	Commissioning-Infrastructure	Remove free Saturday garden waste collection	Income	Ben Smith	Abid Hussain	25	100%	GREEN	Contract reduced to remove free Saturday collection		25	No	No	No	No
44	B4	Commissioning-Infrastructure	Remove Advantage Card discounts for parking.	Income	Ben Smith	Abid Hussain	650	0%	RED	Linked to parking model, the achievement of these savings is linked to the outcome of the sales, fees and charges compensation scheme.		-	Yes	No	Yes	No
45	B4	Commissioning-Infrastructure	Advertising on car park tickets/car parks	Other	Ben Smith	Abid Hussain	30	0%	RED	This work will now be low priority and negotiations with potential customers will be delayed until 2021/22.		-	Yes	No	Yes	No
46	B4	Commissioning-Infrastructure	Parking season ticket income	Other	Ben Smith	Abid Hussain	50	0%	RED	Linked to parking model, the achievement of these savings is linked to the outcome of the sales, fees and charges compensation scheme.		-	Yes	No	Yes	No
47	B4	Commissioning-Infrastructure	Review and optimise the number of subsidised bus routes	Other	Ben Smith	Abid Hussain	100	100%	RED	Bus Services savings target (2020/21) was previously reported as only achieving £50k of the £100k. The full saving will be unachievable based on Covid-19 government guidance on bus services		100	Yes	No	Yes	No
48	B4	Commissioning-Infrastructure	Traffic signal costs - capital spend	Other	Ben Smith	Abid Hussain	65	100%	GREEN	Completed - saving achieved.		65	No	No	No	No
49	B4	Commissioning-Infrastructure	Efficiency saving from traffic counter machines	Other	Ben Smith	Abid Hussain	15	100%	GREEN	Completed - saving achieved.		15	No	No	No	No
49	B4	Commissioning-Support	Concessionary Fares	Other	Lynne Lidster	Abid Hussain	100	50%	AMBER	Changes to the concessionary fares scheme will not be implemented until later in 2020/21 due to the Covid-19 impact; government direction to support transport operators and awaiting recovery to assess further		50	Yes	Parital	Yes	No
50	B6	HR	Corporate	Staffing	Nikki Craig	Abid Hussain	30	100%	GREEN			31	No	No	No	No
<b>Total Savings Per Budget 20/21</b>							<b>5,824</b>	<b>67%</b>				<b>3,894</b>				
<b>Full Year Effects of savings per Budget 19/20</b>																
51	B4	Commissioning-Infrastructure	Volker highways		Vikki Roberts	Abid Hussain	100	100%	GREEN			100	No	No	No	No
52	B4	Adult Social Care - Spend	BCF mitigation 20/21		Lynne Lidster	Tracy Watkins	166	100%	GREEN	This forms part of the CCG minimum contribution to Adult Social Care for 20/21		166	No	No	No	No
53	B4	Adult Social Care - Spend	LD supported living mitigation		Hilary Hall	David Trim	50	100%	GREEN	FYE of 2019/20 initiative - completed	50	50	No	No	No	No
54	B4	Commissioning-Infrastructure	Windsor coach park rental		Ben Smith	Abid Hussain	11	100%	GREEN			11	No	No	No	No
55	B4	Adult Social Care - Spend	Drugs and Alcohol contract		Anna Richards	Tracy Watkins	64	100%	GREEN	Completed - saving achieved.	64	64	No	No	No	No
56	B4	Commissioning-Infrastructure	Waste contract full year effect		Naomi Markham	Abid Hussain	200	100%	GREEN			200	No	No	No	No
57	B2	AFC Contract - LA Funded	Removal of 19/20 pay reward growth for AFC		Hilary Hall		120	100%	GREEN	Completed	120	120	No	No	No	No
59	B5	Community, Protection & Enforcement Services	Principal enforcement manager		Christopher Nash		11	100%	GREEN			11	No	No	No	No
60	B5	Planning	Planning application fee income		Adrien Waite		100	100%	GREEN	Demand led income, little service can do to generate this demand, income levels kept under regular review.		100	No	No	No	No
61	B5	Community, Protection & Enforcement Services	CPES Lower out of hours prof fees		Christopher Nash		2	100%	GREEN			2	No	No	No	No
62	B5	Community, Protection & Enforcement Services	3 year SLA for sports able		David Scott		12	100%	GREEN			12	No	No	No	No
63	B5	Property Service	New property income		Gary Ellis		225	100%	GREEN			225	No	No	No	No
64	B5	Property Service	Recharges for Energy & Efficiency		Russell O'Keefe		4	100%	GREEN			4	No	No	No	No

			General Information				Financials						If savings impacted as a result of COVID when will the full-year savings be achieved				
Savings Ref / FYE	Directorate	Service	MTEP Savings Title	How will savings be achieved?	Lead Officer	Finance Lead	Month		Overall Performance RAG	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies <i>(must be completed for all savings that have an amber or red overall performance RAG)</i>	Actual saving to 30th Sept £000	Savings Forecast £000	Yes / No Covid impact	2020/21	2021/22	Saving not achievable at all	
							2020/21 Savings Target £000	% of target full year forecast									
Savings per Budget 20/21																	
65	B5	Infrastructure, Sustainability & Transport	Tourism additional saving		Julia White		60	0%	RED	VisitWindsor Partnership Fees - cannot be invoiced currently as partners closed and lockdown has had a significant impact on the leisure and tourism industry		-	Yes				
66	B6	Revenues & Benefits	Capitalisation of PKN and EG		Louise Freeth		30	100%	GREEN			30	No	No	No	No	
67	B6	Library & Resident Services	Continuing with RDS where possible		Angela Huisman		15	100%	GREEN	Income target - get £12-£15 per year from schools, billing due in Autumn		15	Yes				
68	B6	Library & Resident Services	CLASS		Angela Huisman		15	100%	GREEN	Income achieved - required to pay for staff so associated pressure on costs declared. Funding not permanent.		15	No	No	No	No	
<b>Total FYE Per Budget 20/21</b>							<b>1,185</b>	<b>95%</b>			<b>234</b>	<b>1,125</b>					
<b>Total Savings Per Budget 20/21</b>							<b>7,009</b>	<b>72%</b>			<b>234</b>	<b>5,019</b>					



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	2020/21 Original Budget			New Schemes – 2020/21 Approved Estimate A			Unspent budget from Schemes Approved in Prior Years B			Revised Budget 2020/21 A+B		
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's
<b>Capital Programme Portfolio Summary</b>												
<b>Managing Director</b>												
Law & Governance	200	0	200	200	0	200	239	0	239	439	0	439
<b>Total Managing Director</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>239</b>	<b>0</b>	<b>239</b>	<b>439</b>	<b>0</b>	<b>439</b>
<b>Place Directorate</b>												
Property	19,418	(153)	19,265	13,180	(150)	13,030	16,516	(32)	16,484	29,696	(182)	29,514
Housing	650	(650)	0	400	(400)	0	356	(356)	0	756	(756)	0
Communities & Enforcement & Partnerships	3,767	(39)	3,728	4,857	(641)	4,216	5,413	(1,379)	4,034	10,270	(2,020)	8,250
Planning	410	0	410	377	(87)	290	1,309	(393)	916	1,686	(480)	1,206
Green Spaces & Parks	0	0	0	0	0	0	52	(28)	24	52	(28)	24
Infrastructure, Sustainability & Transport	4	0	4	0	0	0	33	(20)	13	33	(20)	13
<b>Total Place Directorate</b>	<b>24,249</b>	<b>(842)</b>	<b>23,407</b>	<b>18,814</b>	<b>(1,278)</b>	<b>17,536</b>	<b>23,679</b>	<b>(2,208)</b>	<b>21,471</b>	<b>42,493</b>	<b>(3,486)</b>	<b>39,007</b>
<b>Adults, Health &amp; Commissioning</b>												
Head of Commissioning - Infrastructure	26,125	(19,917)	6,208	19,687	(16,181)	3,506	7,435	(5,289)	2,146	27,122	(21,470)	5,652
Head of Commissioning - People	0	0	0	0	0	0	200	(200)	0	200	(200)	0
<b>Total Adults, Health &amp; Commissioning</b>	<b>26,125</b>	<b>(19,917)</b>	<b>6,208</b>	<b>19,687</b>	<b>(16,181)</b>	<b>3,506</b>	<b>7,635</b>	<b>(5,489)</b>	<b>2,146</b>	<b>27,322</b>	<b>(21,670)</b>	<b>5,652</b>
<b>Childrens Services</b>												
Non Schools	0	0	0	0	0	0	1,079	(83)	996	1,079	(83)	996
Schools - Non Devolved	2,987	(1,087)	1,900	1,917	(1,717)	200	3,850	(613)	3,237	5,767	(2,330)	3,437
Schools - Devolved Capital	196	(196)	0	196	(196)	0	486	(486)	0	682	(682)	0
<b>Total Childrens Services</b>	<b>3,183</b>	<b>(1,283)</b>	<b>1,900</b>	<b>2,113</b>	<b>(1,913)</b>	<b>200</b>	<b>5,415</b>	<b>(1,182)</b>	<b>4,233</b>	<b>7,528</b>	<b>(3,095)</b>	<b>4,433</b>
<b>Resources</b>												
Finance	1,475	0	1,475	1,475	0	1,475	138	0	138	1,613	0	1,613
Technology & Change Delivery	1,000	0	1,000	1,000	0	1,000	232	0	232	1,232	0	1,232
Revenues & Benefits	0	0	0	0	0	0	44	0	44	44	0	44
Library & Resident Services	559	(64)	495	364	(16)	348	265	0	265	629	(16)	613
<b>Total Resources</b>	<b>3,034</b>	<b>(64)</b>	<b>2,970</b>	<b>2,839</b>	<b>(16)</b>	<b>2,823</b>	<b>679</b>	<b>0</b>	<b>679</b>	<b>3,518</b>	<b>(16)</b>	<b>3,502</b>
<b>Total Committed Schemes</b>	<b>56,791</b>	<b>(22,106)</b>	<b>34,685</b>	<b>43,653</b>	<b>(19,388)</b>	<b>24,265</b>	<b>37,647</b>	<b>(8,879)</b>	<b>28,768</b>	<b>81,300</b>	<b>(28,267)</b>	<b>53,033</b>

	(£'000)
<b>Portfolio Total</b>	<b>56,791</b>
<b>External Funding</b>	
Government Grants	(21,400)
Developers' Contributions	(96)
Other Contributions	(610)
<b>Total External Funding Sources</b>	<b>(22,106)</b>
<b>Total Corporate Funding</b>	<b>34,685</b>

	(£'000)
<b>Portfolio Total</b>	<b>81,300</b>
<b>External Funding</b>	
Government Grants	(23,058)
Developers' Contributions	(3,841)
Other Contributions	(1,368)
<b>Total External Funding Sources</b>	<b>(28,267)</b>
<b>Total Corporate Funding</b>	<b>53,033</b>

## Capital Programme 2020/21 - Full list of variances and slippage

	Expenditure £'000	Income £'000	Net £'000
<b>Revised Budget</b>	81,300	(28,267)	53,033
<b>Variances</b>	(100)	(3)	(103)
<b>Slippage to 2021/22</b>	(21,718)	100	(21,618)
<b>Projected Outturn 2020/21</b>	59,482	(28,170)	31,312

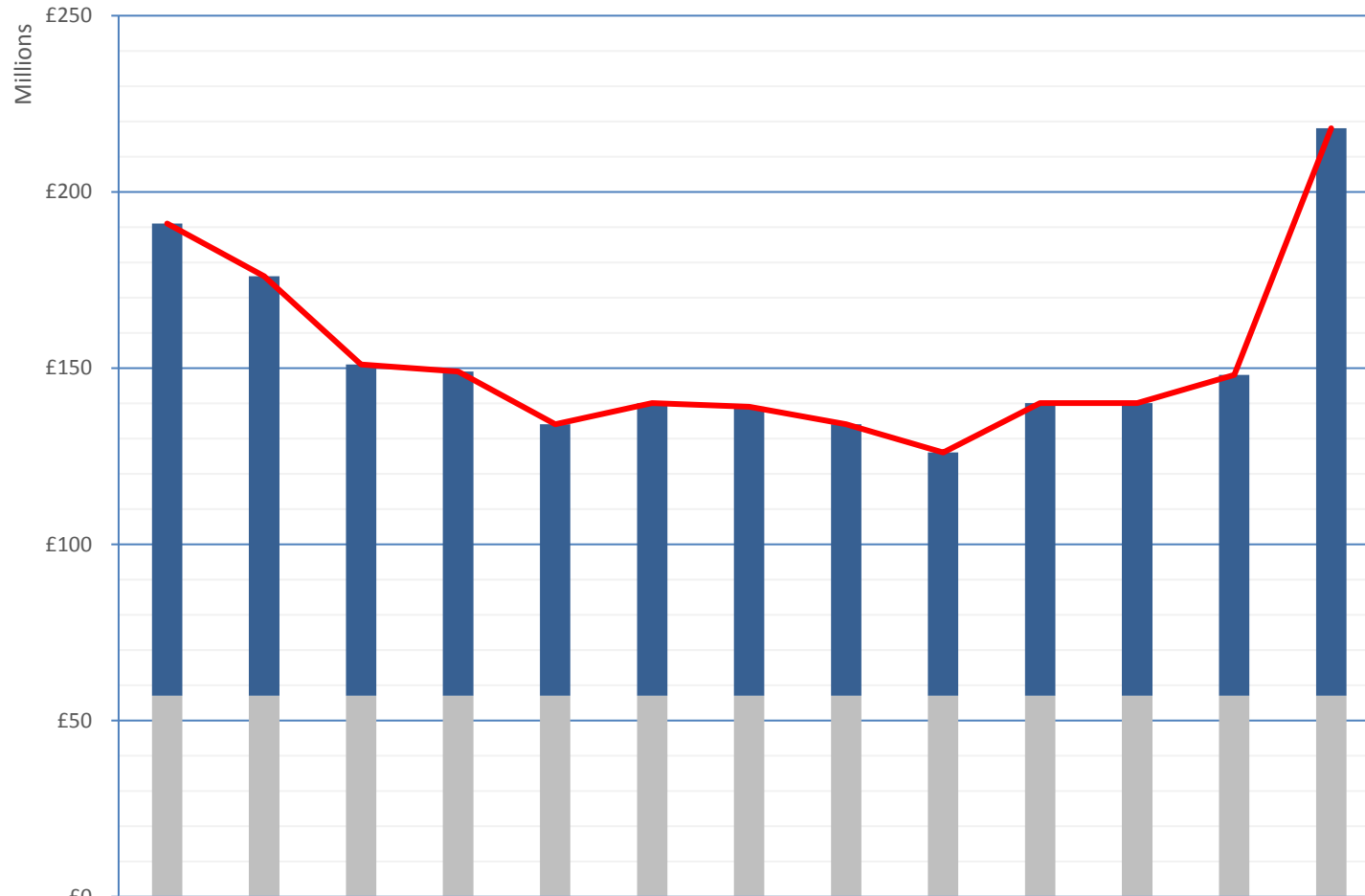
Variances from revised budget	Expenditure £'000	Income £'000	Net £'000	Commentary
<b>Communities &amp; Enforcement &amp; Partnerships</b>				
CC82 Braywick Compound Works	6	(6)	-	Revised business case
CD25 Public Rights of Ways-Bridge Repairs	(6)	-	(6)	Revised business case
CF08 Ray Mill Island Access Works	3	-	3	Revised business case
CZ75 P&OS-Allens Field Improvements Ph 2	(3)	3	-	Revised business case
CV41 Clewer Memorial Pavilion, Windsor-Modifications	45	-	45	Unforeseen costs due to delays in the work schedule and resourcing issues relating to the Covid outbreak. Works to complete 6 weeks behind schedule.
<b>Technology &amp; Change Delivery</b>				
CA11 Desktop PC Replacement Project	(135)	-	(135)	Revised business case generating savings
<b>Library &amp; Resident Services</b>				
CC39 Eton Library – Open Access and Shop Front Repair	(10)	-	(10)	Scheme saving
	(100)	(3)	(103)	

Projected Slippage to 2021/22	Expenditure £'000	Income £'000	Net £'000	Commentary
<b>Property Services</b>				
CC78 Vicus Way Car Park	(6,103)	-	(6,103)	Scheme slippage due to COVID 19 contract delays.
				Planning application for the new car park was submitted at the end of May 2020 and the earliest a permission could be expected is at the end of the year followed by the JR period.
CI29 Broadway Car Park & Central House Scheme	(8,811)	-	(8,811)	Following that vacant possession of the land required across the Nicholson's Centre site.
CX43 Affordable Housing	(5,845)	-	(5,845)	Reprofiling of budget due to COVID-19 delays.
<b>Head of Commissioning - Infrastructure</b>				
CC95 Cookham Bridge Refurbishment & Structural Repair	(600)	-	(600)	Surveys, inspections, design development, options appraisal and preliminary works to be carried out in 2020/21. Remaining works to continue in 2021/22.
CD83 Traffic Signal Review	(20)	-	(20)	One scheme deferred until 2021/22. To be co-ordinated with other works
<b>Head of Commissioning - People</b>				
CT62 Adult Services Case Management System	(100)	100	-	COVID-19 resource capacity issues. IT time used to support the corporate emergency response resulting in project delay.
<b>Library &amp; Resident Services</b>				
CC53 Contact Centre - Ventilation & Back-up Generator	(47)	-	(47)	Delay in works due to COVID 19/ library closures
CC65 Refurbishment Mhead, Windsor, Ascot, Eton Libs	(16)	-	(16)	Delay in works due to COVID 19/ library closures
CC97 Eton Wick Library - General Repairs	(3)	-	(3)	Delay in works due to COVID 19/ library closures
CLB2 Sunninghill Library Lease Repairs	(3)	-	(3)	Delay in works due to COVID 19/ library closures
CLG3 General Library Improvements	(20)	-	(20)	Delay in works due to COVID 19/ library closures
CLG6 Maidenhead Library-Heating	(150)	-	(150)	Delay in works due to COVID 19/ library closures
	(21,718)	100	(21,618)	

**Capital Programme Movements 2020/21**

	<b>Expenditure £'000</b>	<b>Income £'000</b>	<b>Net £'000</b>
<b>Original Budget 2020/21</b>	56,791	(22,106)	34,685
<b>Budget Changes to 31 October 2020</b>			-
Additional Slippage in from 2019/20	26,054	(3,354)	22,700
DFG capital budget alignment to BCF 20-21 plan	(33)	33	-
Wider Area Growth Study - Cabinet July 2020	87	(87)	-
Emergency Active Travel Fund- Cabinet July 2020	140	(140)	-
Design and construction changes to Braywick Leisure Centre- Cabinet July 2020	381	(381)	-
SEND Special Provision- Cabinet July 2020	500	(500)	-
Budget savings - Cabinet July 2020	(2,528)	110	(2,418)
DFG reallocation of funding to revenue due to underspend	(200)	200	-
Larchfield School budget addition - September 2020 Cabinet	110	(110)	-
Allocation of CIL income for infrastructure projects	0	(1,933)	(1,933)
Roundings	(2)	1	(1)
<b>Revised Budget 2020/21</b>	<b>81,300</b>	<b>(28,267)</b>	<b>53,033</b>

Gross Borrowing Forecast at 14/09/2020



	Mar-20 Actual.	Apr-20 Actual	May-20 Actual	Jun-20 Actual	Jul-20 Actual	Aug-20 Actual	Sep-20 Actual	Oct-20 Est	Nov-20 Est	Dec-20 Est	Jan-21 Est	Feb-21 Est	Mar-21 Est
Short term borrowing £'000	134,000	119,000	94,000	92,000	77,000	83,000	82,000	77,000	69,000	83,000	83,000	91,000	161,000
Long term borrowing £'000	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049
Total borrowing £'000	191,049	176,049	151,049	149,049	134,049	140,049	139,049	134,049	126,049	140,049	140,049	148,049	218,049

## Appendix G

### Children's Services

Service	Original Budget	Current Budget	Forecast Outturn Variance	Previously Reported Variance	Change in Reported Variance
	£'000	£'000	£'000	£'000	£'000
<b>Children's Services non Dedicated Schools Grant</b>					
<b>Social Care and Early Help</b>					
* Employee & Operational Related Expenditure	5,878	5,878	612	259	353
* Legal Services	510	510	175	75	100
* Inhouse Fostering	1,467	1,467	36	88	(52)
* Residential, therapeutic & Direct Payments	4,199	4,199	(158)	(78)	(80)
* Independent Fostering Agencies	1,696	1,696	(336)	(265)	(71)
* Leaving Care-Care Costs	988	988	721	848	(127)
* Adoption Allowances	147	147	0	0	0
* Children-in-Need Care Costs	630	630	36	36	0
* Children's Centre & Youth Services	1,183	1,183	427	381	46
<b>Total Social Care and Early Help</b>	<b>16,698</b>	<b>16,698</b>	<b>1,513</b>	<b>1,344</b>	<b>169</b>
<b>Other</b>					
* Business Services	3,042	3,042	(54)	55	(109)
* Education	895	895	25	54	(29)
* Operational Strategic Management	295	295	47	0	47
* Public Health	1,725	1,725	(2)	0	(2)
* Special Educational Needs and Children with Disabilities	3,144	3,144	(371)	(295)	(76)
Children's Services - Retained	(2,609)	(2,617)	121	121	0
<b>Total Other</b>	<b>6,493</b>	<b>6,484</b>	<b>(234)</b>	<b>(65)</b>	<b>(169)</b>
<b>Total Children's Services non Dedicated Schools Grant</b>	<b>23,191</b>	<b>23,184</b>	<b>1,279</b>	<b>1,279</b>	<b>0</b>
<b>Dedicated Schools Grant</b>					
* AfC Contract - Dedicated Schools Grant	11,135	11,135	328	328	0
Dedicated Schools Grant - Retained	55,175	54,223	(120)	(120)	0
Dedicated Schools Grant Income	(66,310)	(65,358)	(208)	(208)	0
<b>Total Dedicated Schools Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Children's Services and Dedicated Schools Grant</b>	<b>23,191</b>	<b>23,184</b>	<b>1,279</b>	<b>1,279</b>	<b>0</b>
<b>Summary Position</b>					
Achieving for Children Contract	36,934	36,934	1,486	1,486	0
Children's Services - Retained	(2,609)	(2,617)	121	121	0
Dedicated Schools Grant - Retained	55,175	54,223	(120)	(120)	0
<b>Total Children's Services net budget</b>	<b>89,501</b>	<b>88,540</b>	<b>1,487</b>	<b>1,487</b>	<b>0</b>

\* denotes budget lines that form part of the Achieving for Children contract

### Social Care and Early Help

Since the budget 2020/21 was set a number of Children in Care Placements have been re-categorised which is reflected in the above projected variance, resulting in movements between budget lines. The overall impact is net nil on the budget. There is a review underway to confirm placement classification which has resulted in changes in forecasts within placements.

Costc	Description	20/21 PROVISIONAL B/F £'000	20/21 Movements in £'000	20/21 Movements out £'000	20/21 Balance as at 12/10/20 to C/F £'000
<b>USABLE RESERVES</b>					
<b>School Balances</b>					
AK14	Schools Revenue Balances	-1,462			-1,462
AK26	General DSG Reserve	1,159			1,159
AK9H	Earmarked DSG Reserve	-134			-134
		-437			-437
<b>Other Reserves</b>					
AK08	Insurance control account		-896	357	-539
AK13	Insurance Fund (Reserve)	-960	-326		-1,286
AK37	Earmarked Capital Grant	-2,191	-1,216		-3,407
AK38	Community Infrastructure Levy	-4,841	-2,113	272	-6,682
AK40	NNDR Contingency Reserve	-2,269		1,519	-750
AK48	Better Care Fund Reserve	-1,383		1,383	-
AK50	Public Health Reserve	-332			-332
AK54	Optalis Development Reserve	-81		81	-
AK55	Brexit Funding	-299			-299
AK63	Cap Rcpts Unapplied Gen Fund	-551			-551
AL01	Graves In Perpetuity Mtce Fund	-8			-8
AL03	Arthur Jacob Nature Rsve Fund	-123			-123
AL04	Old Court Maintenance Fund	-34	-9		-43
AL08	Covid 19 Reserve	-	-1,157	1,157	0
AL09	NNDR S31 Reserve	-	-16,251		-16,251
AK20	Net Revenue General Fund BUDGET OUTTURN	-8,231		-907	-9,138
	<b>TOTAL USABLE RESERVES</b>	<b>-21,740</b>	<b>-21,968</b>	<b>3,862</b>	<b>-39,846</b>

Costc	Description	20/21 PROVISIONAL B/F £'000	20/21 Movements in £'000	20/21 Movements out £'000	20/21 Balance as at 12/10/20 to C/F £'000
<b>UNUSABLE RESERVES</b>					
AG33	Capital Adjustment Account	-193,414			-193,414
AG34	Revaluation Reserve	-227,476			-227,476
AK39	Financial Instruments Revaluation Reserve	2,034			2,034
AK25	Pensions Reserve	249,304			249,304
AF22	Collection Fund-NNDR	7,592	-2,421	57,030	62,201
AF51	Collection Fund - Council Tax	54			54
AG36	Accumulated Absences Account	1,934			1,934
	<b>TOTAL UNUSABLE RESERVES</b>	<b>-159,972</b>	2,421	57,030	<b>-105,363</b>
	<b>TOTAL RESERVES</b>	<b>-181,712</b>	<b>-24,389</b>	<b>60,892</b>	<b>-145,209</b>
<b>PROVISIONS</b>					
AE09	Redundancy Provision	-24	24		-
AE13	MMI Clawback liability	-242			-242
AE22	Provision for NNDR Deficit	-2,421	2,421		-
AF53	Appeals provision for Business Rates	-1,024			-1,024
	<b>TOTAL PROVISIONS</b>	<b>-3,711</b>	<b>2,445</b>	-	<b>-1,266</b>

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Report Title:	<b>Mid-Year Performance Report</b>
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Cllr Rayner, Lead Member for Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor
Meeting and Date:	Cabinet, 26 November 2020
Responsible Officer(s):	Hilary Hall, Director of Adults, Health and Commissioning
Wards affected:	All

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## REPORT SUMMARY

1. The Council Plan 2017-21 and associated strategic priorities remained current up to 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption on the basis that the Covid-19 pandemic had significantly altered the context in which the council is currently operating.
2. The Interim Council Strategy clarifies the three revised priorities to which the council is responding. Performance reports for the remainder of 2020/21 have therefore been refocused to provide insights into the Interim Council Strategy's delivery as fully as possible, see Appendix A. Performance of measures previously reported to Cabinet as part of the former Performance Management Framework (PMF) are included on the basis that these measures provide insights into current service delivery, and remain important for future trend visibility.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION: That Cabinet notes the report and:**

- i) **Notes the Mid-Year Performance Report in Appendix A.**
- ii) **Requests relevant Lead Members, Directors and Heads of Service to maintain focus on performance.**

## 2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

### Options

**Table 1: Options arising from this report**

Option	Comments
Accept the recommendations in this report. <b>This is the recommended option</b>	This will allow continuing insight into the delivery of the council's agreed priorities in order to aid decision-making and maintain focus on continuous improvement.
Reject the recommendations in the report.	The failure to use relevant performance information to understand delivery

Option	Comments
	against the council's agreed priorities impedes the council's ability to make informed decisions and seek continuous improvement.

- 2.1 The Council Plan 2017-21 remained current up to 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption on the basis that the Covid-19 pandemic has significantly altered the context in which the council is currently operating. The Interim Council Strategy clarifies the three revised priorities to which the council is responding, acknowledging that any instances where previous objectives can still be delivered without affecting delivery of interim objectives is a good thing and will be supported.
- 2.2 Performance reports for Q2 2020/21 onwards have been refocused to provide insights into the Interim Council Strategy's three priorities and how they are progressing. Performance of measures previously reported to Cabinet as part of the former Performance Management Framework (PMF) is also included in order to continue to provide insights into current service delivery and maintain visibility of future trends.
- 2.3 Appendix A sets out the Mid-Year performance report. It details the council's immediate response to the first wave of the Covid-19 pandemic, particularly in terms of the community response. It also demonstrates the development of major workstreams such as the Transformation Strategy and Climate Strategy alongside the requirement to step services back up and make necessary adaptations in order to be Covid secure. Adaptations have been made across a number of services, including library and resident services with the introduction of "click and collect" and "click and deliver" offers.
- 2.4 Whilst much has been achieved in the first six months of the year, the impact of Covid on the community and the economy has been felt in a number of areas of the council's operations and this is reflected in the key performance indicators included in the report. Examples include: the resilience of families was significantly tested during the Covid restrictions which has led to an increase in referrals to children's social care; our care leavers' ability to secure employment was impacted by businesses, particularly in the leisure industry, being closed; the increase in people requiring temporary accommodation including the housing of rough sleepers; and the changes in people's personal circumstances leading to increased claims for benefits. In addition, a key issue across the borough has been the disruption to household waste and recycling collections. The impact on residents has had a knock-on effect on the volume of calls to the customer contact centre and the online report it function. The council continues to work with its contractor to improve the service.
- 2.5 Table 2 summarises the position of all reported key performance indicators as at the close of Q2 and shows that the majority are on or near target. Appendix A sets out performance trends and related commentary for each indicator, acknowledging where the pandemic has impacted performance. All indicators continue to be monitored and reported to relevant Overview and Scrutiny Panels on a quarterly basis as part of an ongoing performance dialogue.

**Table 2: Summary KPI Q2 Position**

<b>Q2 RAG</b>	<b>Total</b>	<b>Measure</b>
<b>Green (Succeeding or achieved)</b>	<b>9</b>	Percentage emergency 2hr orders responded to on time (Highways)
		Percentage household waste sent for reuse, recycling
		Percentage eligible children receiving a 6-8wk review within 8wks
		Percentage safeguarding service-user satisfaction
		No. permanent admissions to care for those aged 65+yrs
		No. households where prevention duty has been ended successfully
		Percentage of Major planning applications processed in time
		Percentage of Minor planning applications processed in time
		Percentage of Non-Domestic Rates (Business Rates) collected
<b>Amber (Near target)</b>	<b>6</b>	Percentage rehabilitation clients still at home after 91 days
		Percentage of calls answered within 60 seconds
		Percentage of calls abandoned after 5 seconds
		Percentage of Council Tax collected
		Average no. days to process new claims (Housing Benefits)
		Average no. days to process changes in circumstances (Housing Benefits)
<b>Red (Below target)</b>	<b>4</b>	Percentage of re-referrals to Children's Social Care (within 12mths)
		Percentage children subject to a Child Protection Plan for 2+yrs on ceasing
		Percentage care-leavers in education, training and employment (19-21yr olds)
		Tivoli: Consolidated Performance Score
<b>Non-targeted performance for Q2</b>	<b>1</b>	No. homeless households in temporary accommodation
<b>Total</b>	<b>20</b>	

### 3. KEY IMPLICATIONS

3.1 The key implications of this report are set out in table 3.

**Table 3: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
The council is on target	< 100% priorities on target	100% priorities on target			31 March 2020

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
to deliver its priorities					

#### **4. FINANCIAL DETAILS / VALUE FOR MONEY**

4.1 There are no direct financial implications arising from the recommendations.

#### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications arising from the recommendations.

#### **6. RISK MANAGEMENT**

6.1 The risks and their control are set out in table 4.

**Table 4: Impact of risk and mitigation**

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
Poor performance management practices resulting in lack of progress towards the council's agreed priorities.	HIGH	Robust performance management within services to embed a performance management culture and effective and timely reporting.	LOW

#### **7. POTENTIAL IMPACTS**

7.1 There are no Equality Impact Assessments or Data Protection Impact Assessments required for this report. There are no climate change or data protection impacts as a result of this report.

#### **8. CONSULTATION**

8.1 Performance against the strategic priorities is regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Panels are reported to Lead Members and Heads of Service as part of an ongoing performance dialogue.

#### **9. TIMETABLE FOR IMPLEMENTATION**

9.1 The full implementation stages are set out in table 5.

**Table 5: Implementation timetable**

<b>Date</b>	<b>Details</b>
Ongoing	Comments from Overview and Scrutiny Panels will be reviewed by Lead Members and Heads of Service.

**10. APPENDICES**

10.1 This report is supported by one appendix:

- Appendix A: Mid-Year Performance Report 2020/21

**11. BACKGROUND DOCUMENTS**

11.1 This report is supported by one background document:

- Interim Council Strategy 2020/21:  
<https://rbwm.moderngov.co.uk/ieListDocuments.aspx?CId=132&MId=7763&Ver=4>

**12. CONSULTATION (MANDATORY)**

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Rayner	Lead Member for Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor	28.10.2020	28.10.2020 13.11.2020
Duncan Sharkey	Managing Director	28.10.2020	13.11.2020
Russell O'Keefe	Director of Place	28.10.2020	
Adele Taylor	Director of Resources/S151 Officer	28.10.2020	29.10.2020
Kevin McDaniel	Director of Children's Services	28.10.2020	28.10.2020
Hilary Hall	Director of Adults, Health and Commissioning	28.10.2020	28.10.2020 13.11.2020
Elaine Browne	Head of Law	28.10.2020	28.10.2020
Mary Severin	Monitoring Officer	28.10.2020	30.11.2020
Nikki Craig	Head of HR, Corporate Projects and IT	28.10.2020	30.11.2020
Louisa Dean	Communications	28.10.2020	
Karen Shepherd	Head of Governance	28.10.2020	29.10.2020

**REPORT HISTORY**

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
Non-key decision	No	No
Report Author: Rachel Kinniburgh, Strategy and Performance Team Leader, 01628 796370		

## 2020-21 Mid-Year Performance Report

### April – September 2020

Date prepared: 1 October 2020

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## 1. Executive Summary

- 1.1 The Council Plan 2017-21 remained current up to 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption on the basis that the Covid-19 pandemic has significantly altered the context in which the council is currently operating.
- 1.2 In the interests of good governance and transparency, the Interim Council Strategy gives clarity to the three revised priorities to which the council is responding, acknowledging that any instances where previous objectives can still be delivered without affecting delivery of interim objectives is a good thing and will be supported. The three revised priorities for 2020/21 are:
  - **Covid-19 objectives:** focusing on the immediate response, long-term recovery, and new service requirements.
  - **Interim Focus Objectives 2020-21:** focusing on revised service operating plans, development of the Transformation Strategy, Climate Strategy, Governance, and People Plan.
  - **Revised Medium Term Financial Strategy:** focusing on the impact of Covid-19, economic downturn, and government policy.
- 1.3 With the introduction of the Interim Council Strategy, performance reports for 2020/21 have necessarily been refocused to respond to this strategy as fulsomely as possible at the current time. This report, and all future quarterly reports for the remainder of 2020/21 which are reviewed by Overview and Scrutiny Panels, is therefore structured to provide insight into the three priorities and how they are progressing (section 2).
- 1.4 Performance of measures previously reported to Cabinet as part of the former Performance Management Framework (PMF) are also included (see section 3) on the basis that these measures provide some insights into service delivery (priority 2) and also remain important for the future, in which case ongoing visibility of trends is desirable. These measures are grouped in this report by the lead service. Additional datasets and key performance indicators will be added over time as new data-sources are set up as part of delivery of the priorities.

## 2. Interim Council Strategy: Delivery of priorities

2.1 This section provides a brief overview of key activities and milestones achieved by the council in the first six months of the financial year.

Priority	Item	Achievements and key milestones
Covid-19 objectives	Response (immediate)	<p>The Covid-19 Community Response was established to support residents across the borough during the Covid-19 pandemic. A coordinated team of staff drawn from all services in the council maintained regular contact with residents who were shielding and took any action that may be appropriate to ensure that these individuals' needs were met. This role has now been taken on by the Library and Residents service who continue to make contact with residents and to be a helpline to any vulnerable service users in the borough. Using community groups, either already established or newly formed, in response to the pandemic has helped to identify where we can help the vulnerable. A <a href="#">public-facing online directory of Covid-19 Support Groups</a> to which residents may turn to for particular needs was quickly developed.</p> <p>The <a href="#">Outbreak Control Plan Summary</a> was published on the RBWM website on 30 June 2020 in line with national instruction from the Department of Health and Social Care. The plan was produced in collaboration with the NHS and Public Health to guide our response to the ongoing Covid-19 pandemic, to put in place measures to identify and contain outbreaks and to protect the public's health.</p>
	Recovery (long-term)	<p>The council has worked in partnership with organisations across the Thames Valley to develop a recovery framework across the region. A set of actions for Berkshire is being developed to enable sharing of best practice and coordination of activity where it is most appropriately undertaken at a county-level.</p> <p>On 24 September 2020 Cabinet approved the <a href="#">RBWM Recovery Strategy</a> (targeted at borough-level) to move into delivery phase. The strategy sets out the council's approach to supporting residents and businesses, empowering communities to thrive and building lasting partnerships with businesses.</p> <p>A new database (Lyon 2.0) has also been developed. It is a free online platform and app which will simply and securely help community</p>



**Cabinet PMF: 2020-21 Mid-year Performance Report**

		<p>organisations connect with residents. The system will also enable registration of individuals who may require support, and individuals who wish to volunteer their time to the community effort. The Lyon system is presently in soft-testing.</p>
<p><b>Interim Focus Objectives 2020-21</b></p>	<p><b>New service requirements</b></p>	<p>As part of the organisational recovery strategy, service-level step-up plans were implemented, as were changes to existing operating models to allow services to continue in a socially distanced and safe way. One example has been our new alternative operation in the library service to be able to provide a COVID-safe environment for both our service-users and residents and our staff. We introduced a phased opening up of services focussing on a “click and collect” and “click and deliver” service initially alongside a resumption of home delivery services. There has been a further opening up of services in two main sites including bookable access to PCs and browsing for books to ensure there is a balance between accessing services whilst protecting the health and wellbeing of our residents and staff.</p>
	<p><b>Revised Service Operating Plans</b></p>	<p>A key concern across the borough has been the disruption to household waste and recycling collections. The impact on residents has had a knock-on effect on the volume of calls to the customer contact centre and the online report it function. The council continues to work with its contractor to improve the service.</p>
	<p><b>Transformation Strategy</b></p>	<p>The <a href="#">Transformation Strategy 2020-2025</a> was unanimously approved by the Cabinet Transformation Sub-Committee on 22 September 2020. Setting out a vision of “building a community-centric borough of opportunity and innovation”, the Strategy aims to deliver radical changes to the way in which the council operates and identifies 6 key areas for transformation (finance, culture, environment, prevention, digital and process redesign). The strategy's development is the council's response to key challenges around its financial position and builds upon the strong foundations of innovation and community-empowerment that quickly developed in response to the Covid-19 pandemic. Action plans by which to deliver the Strategy are presently being developed.</p>
	<p><b>Climate Strategy</b></p>	<p>The draft Climate Change Strategy was approved for public consultation at the appropriate time by Full Council on 23 June 2020. The strategy's preparation follows the council's declaration of an environment and climate emergency in June 2019 and subsequent stakeholder and community</p>

		engagement on the strategy’s development led by a cross-party working group.
	<b>Governance</b>	We have an agreed governance action plan arising from the Annual Governance Statement with updates coming forward to Corporate Overview and Scrutiny Panel throughout the year. In addition, the Council engaged CIPFA during 2019/20 to undertake a review of financial governance. An action plan addressing outstanding issues has been developed and will be reported via the Corporate Overview and Scrutiny Panel on a quarterly basis from November.
	<b>People Plan</b>	<p>A key foundation of the council’s future People Plan is the agreement of organisational values. Following extensive consultation with employees a suite of new organisational values was launched on 19 June 2020. Each value is underpinned by positive behaviours illustrative of each value. These values and associated behaviours are key in supporting the council to deliver well for residents and partners, and to achieve organisational objectives. The new values are:</p> <ul style="list-style-type: none"> <li>• Invest in strong foundations</li> <li>• Empowered to improve</li> <li>• One team and vision</li> <li>• Respect and openness.</li> </ul> <p>An implementation plan is in place to support the embedding of the new values across the organisation.</p>
<b>Revised Medium Term Financial Strategy</b>		An extraordinary Council meeting was held on the 14 October 2020 to discuss a refreshed Medium Term Financial Strategy. The actual strategy had not been changed (other than to update any factual changes around dates and technical updates) but the financial modelling was updated to reflect the latest information as we currently know it, changes in assumptions around central government funding, inflation assumptions and other emerging issues. This is the start of the budget setting process for 2021/22 and the supporting Medium term financial plan.

### 3. Service Performance Summary Report (YTD)

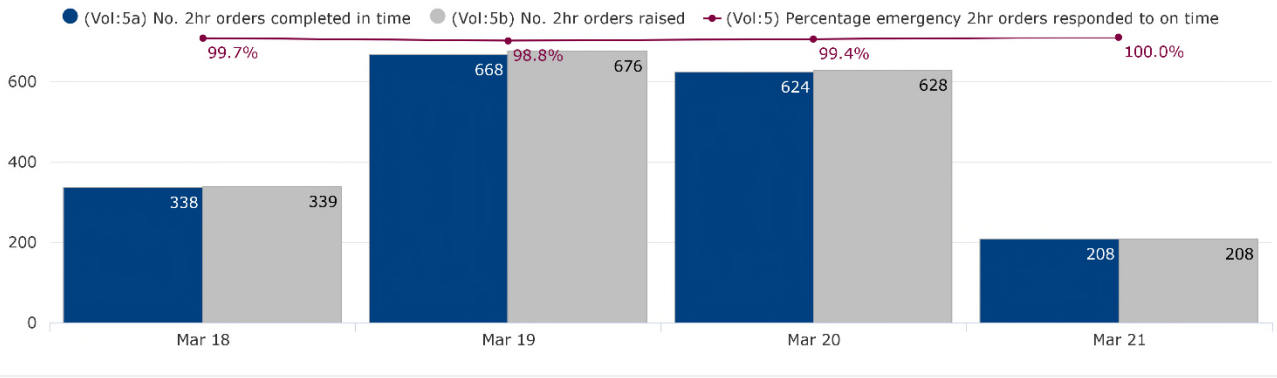
3.1 Performance of measures previously reported to Cabinet as part of the former PMF are set out here on the basis that these measures provide some insights into service delivery (priority 2) and also remain important for the future, in which case ongoing visibility of trends is desirable.

Q2 RAG	Total	Measure	Service
<b>Green (Succeeding or achieved)</b>	<b>9</b>	Percentage emergency 2hr orders responded to on time (Highways)	Commissioning – Infrastructure
		Percentage household waste sent for reuse, recycling	
		Percentage eligible children receiving a 6-8wk review within 8wks	Children's Services
		Percentage safeguarding service-user satisfaction	Adult Social Care
		No. permanent admissions to care for those aged 65+yrs	
		No. households where prevention duty has been ended successfully	Housing
		Percentage of Major planning applications processed in time	Planning
		Percentage of Minor planning applications processed in time	
		Percentage of Non-Domestic Rates (Business Rates) collected	Revenue, Benefits, Library and Resident Services
<b>Amber (Near target)</b>	<b>6</b>	Percentage rehabilitation clients still at home after 91 days	Adult Social Care
		Percentage of calls answered within 60 seconds	Revenue, Benefits, Library and Resident Services
		Percentage of calls abandoned after 5 seconds	
		Percentage of Council Tax collected	
		Average no. days to process new claims (Housing Benefits)	
		Average no. days to process changes in circumstances (Housing Benefits)	
<b>Red (Below target)</b>	<b>4</b>	Percentage of re-referrals to Children's Social Care (within 12mths)	Children's Services
		Percentage children subject to a Child Protection Plan for 2+yrs on ceasing	
		Percentage care-leavers in education, training and employment (19-21yr olds)	
		Tivoli: Consolidated Performance Score	Commissioning - Infrastructure
<b>Non-targeted performance for Q2</b>	<b>1</b>	No. homeless households in temporary accommodation	Housing
<b>TOTAL</b>	<b>20</b>		

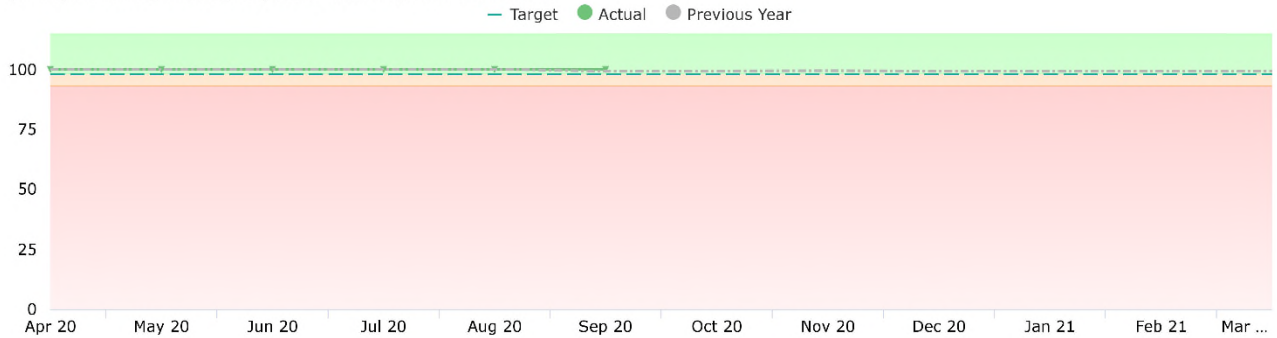
## 4. Commissioning – Infrastructure: Performance Trends

### 4.1 Highways

(Vol:5) No. 2hr orders completed in time (Annual YTD)

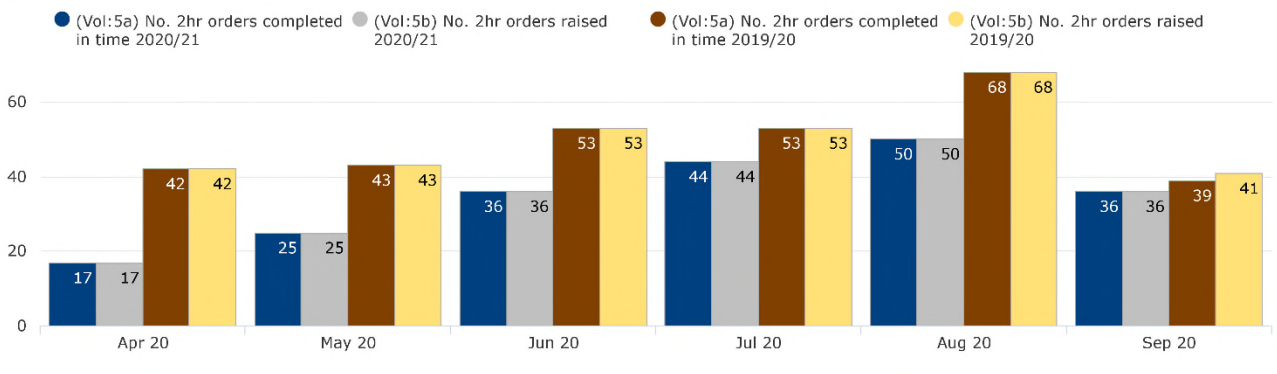


(Vol:5) Percentage emergency 2hr orders responded to on time



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%
Period	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%						
YTD	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%						

(Vol:5) No. 2hr orders completed in time

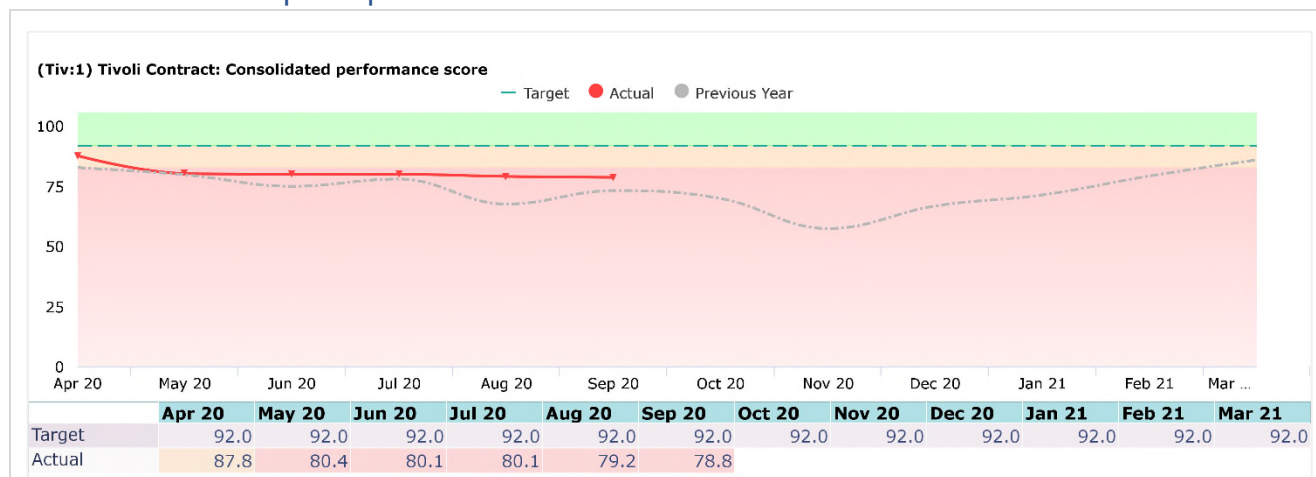


### Q2 Commentary

The target for this measure is 98% with red flag raised if performance is equal to/below 93%. This is a new measure to the 2020/21 reporting framework and is monitored routinely as part of the contractor’s performance framework.

The aim of this indicator is to ensure the maintenance of a safe highway network for all road-users by monitoring the contractor’s responsiveness to urgent safety hazards. Available data shows that that the contractor is consistently performing above target at 100% in 2020/21. The volume of reported emergencies in Q1 (Apr-Jun, total 78) is lower than Q1 2019/20 (total 138), likely due to the Covid-19 pandemic and fewer road-users on the network in this period. Volumes have increased month on month since April 2020, coinciding with the phased easing of lockdown restrictions and increased usage of the road network.

4.2 Parks and Open Spaces



**Q2 Commentary**

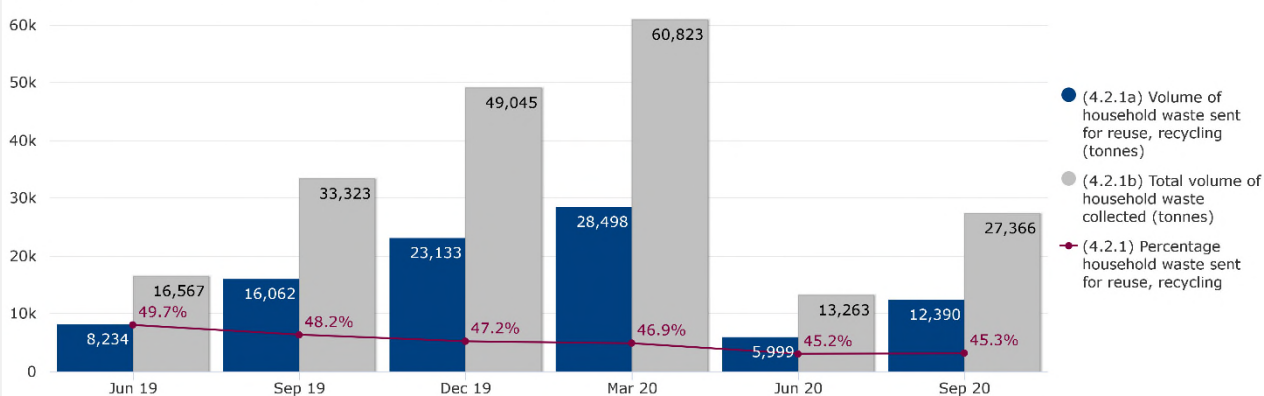
*The target for this measure is 92 with red flag raised if performance is equal to/below 82.8 (10% tolerance). The target and tolerance thresholds are unchanged from 2019/20.*

The consolidated performance score is created on the basis of a number of operational and resident-facing measures. As at the end of Q2 the latest consolidated performance score is 78.8, short of target (92) by 13.2 and outside of tolerance for this measure. This score is presently indicative and subject to verification but is a fair reflection of the current level of service delivery.

After working closely with Tivoli on the agreed improvement plan, performance saw a consistent upward trend month on month since the low in November 2019 of 57.5. As anticipated in the Q4 performance report, Q1 performance reflects the disruption of operational resources due to the Covid-19 pandemic and the need to catch up on the work schedule after lockdown restrictions eased.

### 4.3 Waste and recycling

(4.2.1) Volume of household waste sent for reuse, recycling (YTD)



(4.2.1) Percentage household waste sent for reuse, recycling



	Jun 20	Sep 20	Dec 20	Mar 21
Target		45.0%	45.0%	45.0%
Period		45.2%	45.3%	45.0%
YTD		45.2%	45.3%	

#### Q2 Commentary

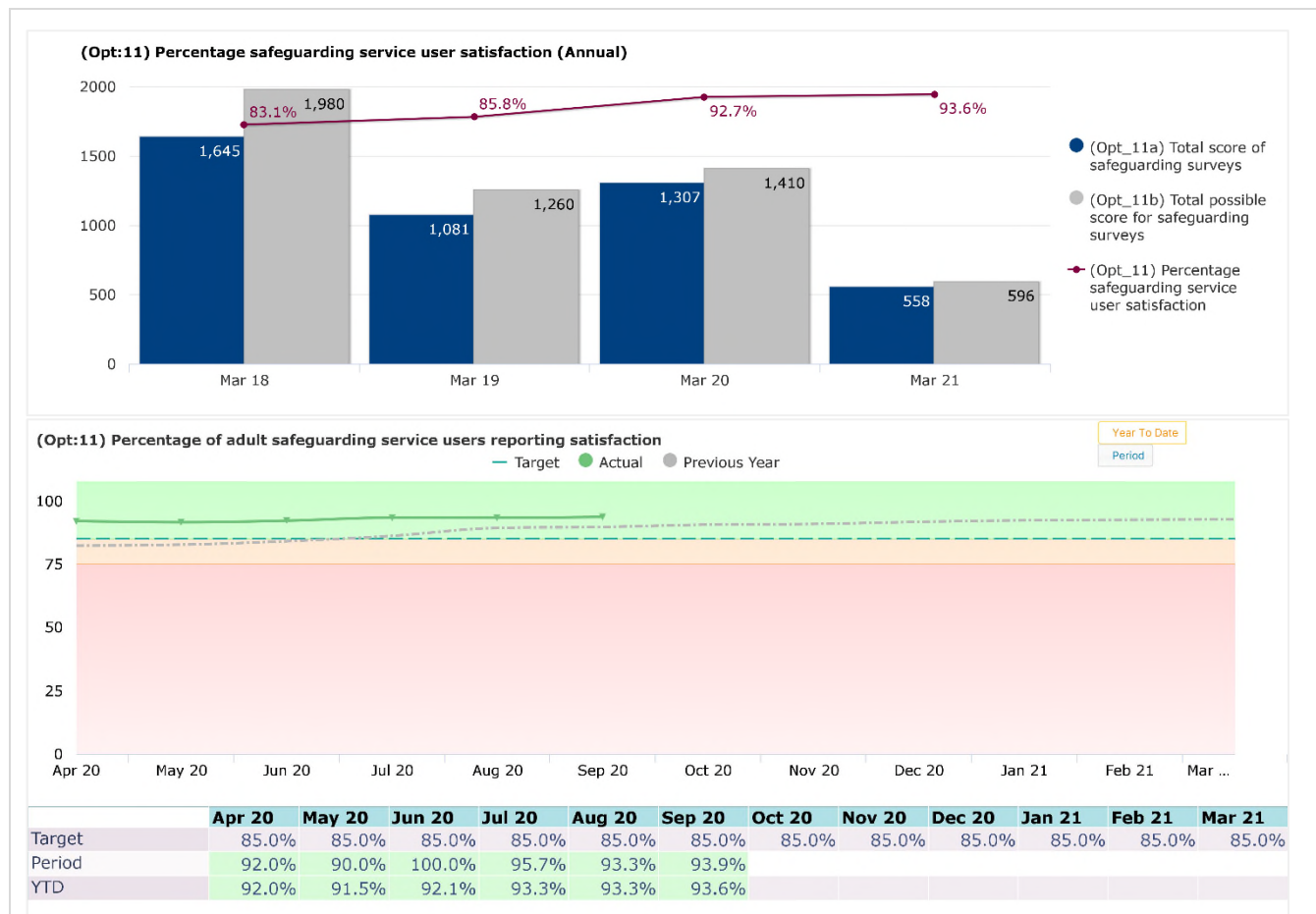
The target for this measure is 45% with red flag raised if performance is equal to/below 40%. The target and tolerance thresholds are unchanged from 2019/20.

The indicative YTD percentage of household waste sent for reuse, recycling stands at 45.3%, above target by 0.3 and representative of 12,390 tonnes reused/recycled out of 27,366 tonnes collected.

As a result of the Covid-19 pandemic and related pressures on contractor staffing levels, waste and recycling collections moved to alternate weekly collections from 6 April to 17 August. Lockdown restrictions from 23 March 2020 prompted an increase in home deliveries and therefore an increase in the volume of recyclable materials (e.g. cardboard packaging). This, coupled with the reduced frequency of waste collections and restrictions on access to waste sites, necessitated a change in behaviour across households and more considered usage of the household waste and recycling bins available. Within this period, for example, there was also an increase in requests for food bins. From 18 August 2020 weekly waste and recycling collections resumed and it is hoped that the recycling rate will continue on an upward trend.

## 5. Adult Social Care: Performance Trends

### 5.1 Adult safeguarding



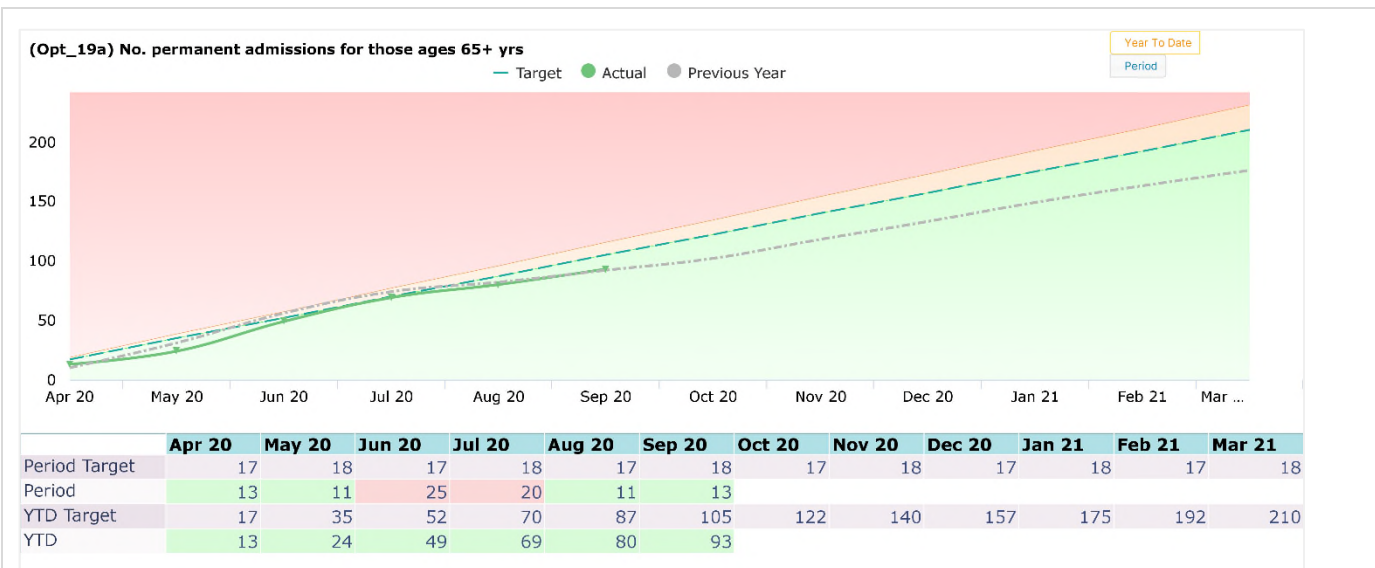
### Q2 Commentary

The target for this measure has been increased to 85% in 2020/21 from 80%. Red flag is raised if performance is equal to/below 75%.

This measures the satisfaction of residents at the end of a safeguarding investigation and process. The consistently high performance of this measure against the 2019/20 target of 80% led to the target being raised in 2020/21 to 85%. At the close of Q2 the YTD performance stands at 93.6% (558/596). Consistently high performance is an encouraging indication that existing processes are sound and that residents are assured that the outcomes they sought from the safeguarding investigation have been achieved.

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## 5.2 Permanent admissions to care



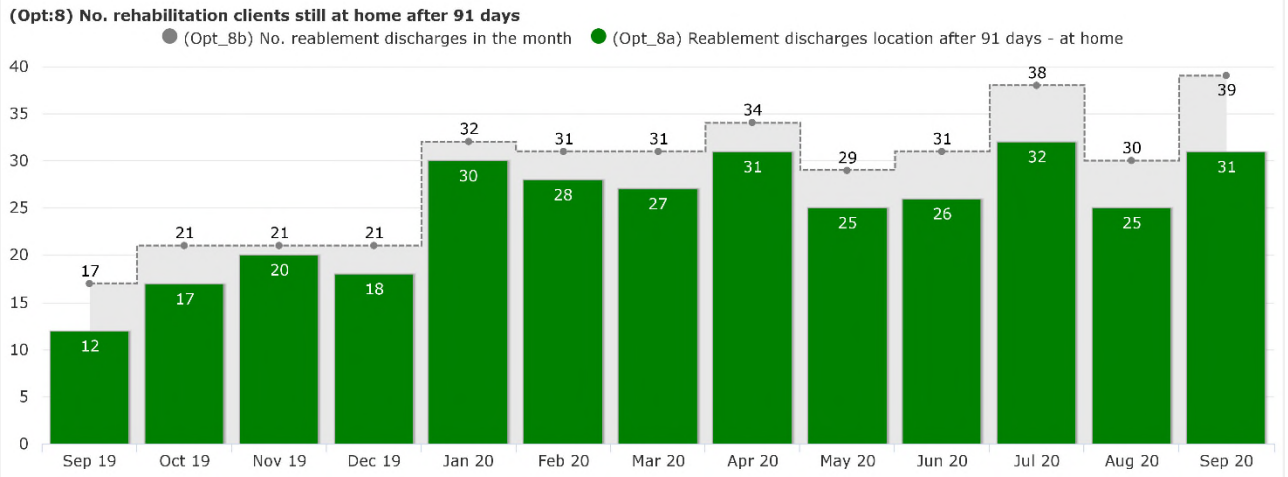
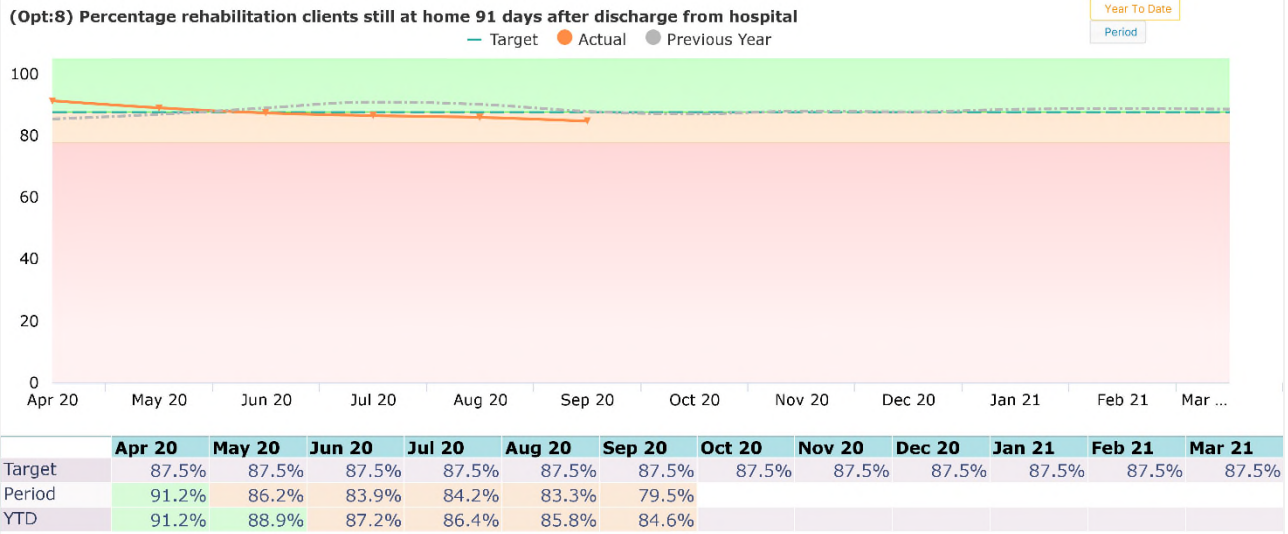
### Q2 Commentary

The year end target for this measure is 210 and profiled monthly. A red flag is raised if YTD volumes are at/exceed 10% of the target. The target and tolerance thresholds are unchanged from 2019/20.

As at the close of Q2 the year-to-date volume of permanent admissions to care is 93, consistent with Q2 2019/20 (92). The highest volumes of permanent admissions occurred in June (25) and July (20), which is consistent with 2019/20 trends. Overall, the focus on prevention and keeping people living in their own homes is having a positive impact on admissions to care, although when residents are subsequently assessed as needing care their needs are often higher and more complex.



5.3 Reablement



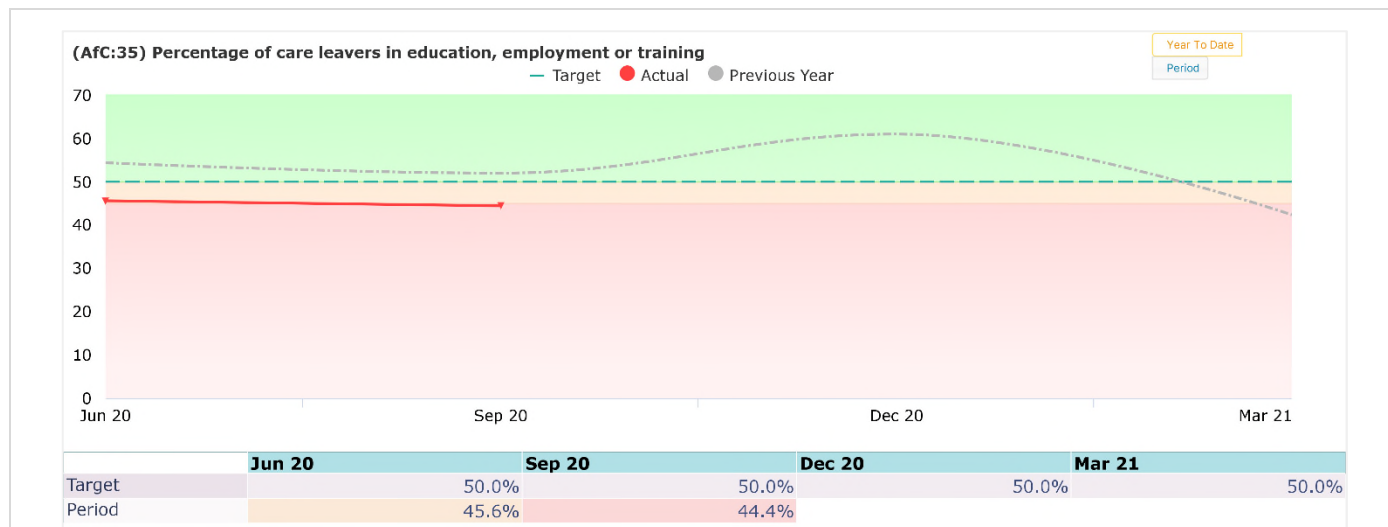
**Q2 Commentary**

The target for this measure is 87.5% with red flag raised if performance is equal to or below 77.5%. The target and tolerance thresholds are unchanged from 2019/20.

As at the close of Q2 year-to-date performance stands at 84.6% (170/201), short of target (87.5%) by 2.9 but within tolerance for this measure. Performance of this measure is inevitably impacted by the level of need and frailty of the individuals within the cohort and in Q2, this has been exacerbated by the impact of Covid. It is also difficult to predict the long term impact of Covid on individuals' health and wellbeing and this is being kept under constant review.

## 6. Children’s Services: Performance Trends

### 6.1 Care Leavers

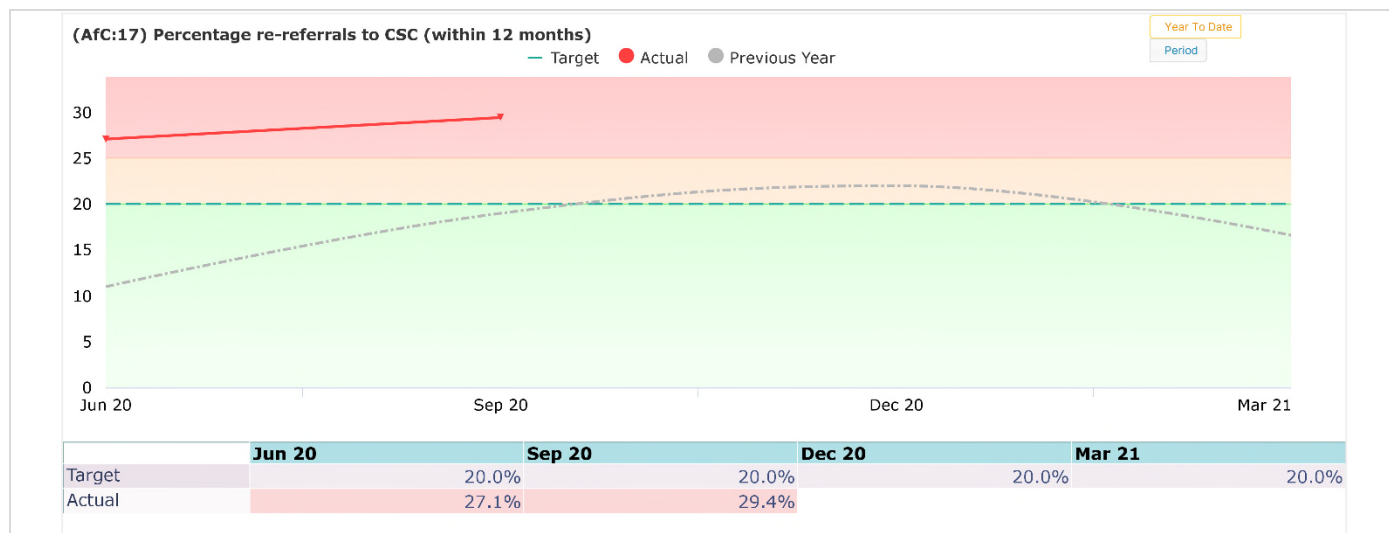


#### Q2 Commentary

The target for this measure is 50% with red flag raised if performance is equal to/below 45%. The target and tolerance thresholds are unchanged from 2019/20.

As at the close of Q2, performance stands at 44.4% (24/54), off target (50%) by 5.4 and outside of agreed tolerance thresholds. In Q2 Covid-19 has impacted the cohort of young people as a number of them had part-time jobs or zero contracted hours in sectors such as entertainment. There is currently a working group, “Planning Support for unemployed young people”, delivered through the Job Centre to support young people, and many of our care-leavers are included in this group. The support on offer includes the Kickstart Scheme and Youth Mentors and we would expect an increase in the number of care leavers gaining employment and training opportunities through these routes in Q3.

## 6.2 Children’s social care

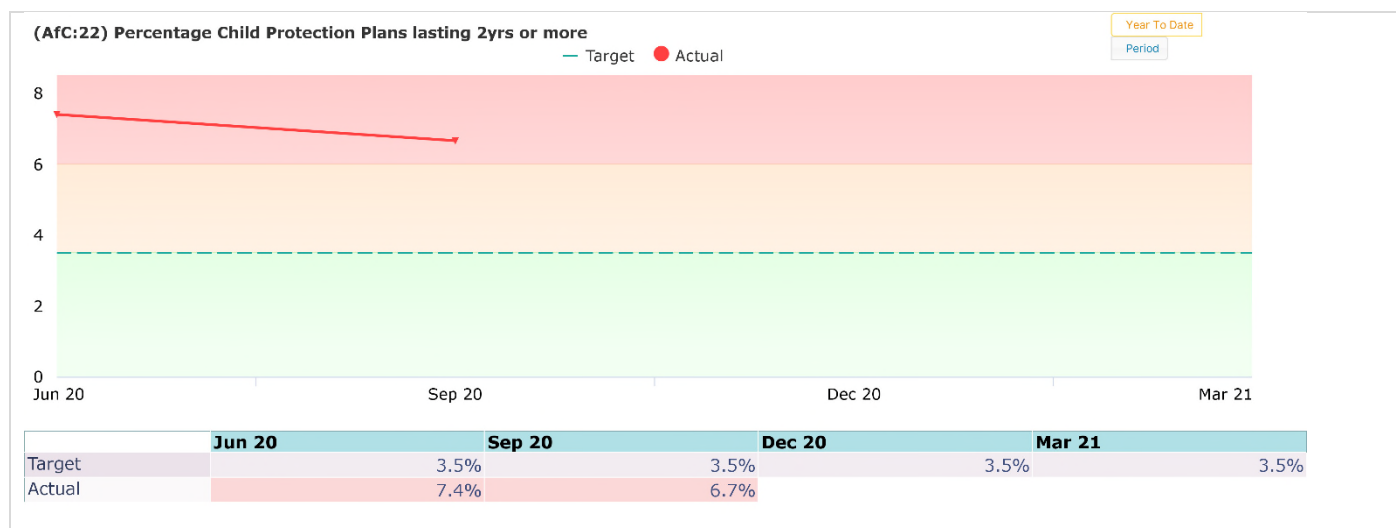


### Q2 Commentary

*The target for this measure is 20% with red flag raised if performance is equal to/exceeds 25%. The target and tolerance thresholds are unchanged from 2019/20.*

The last published national average for re-referrals is 22% (2018/19). Of the 520 referrals received during the quarter, 153 of these were children who were being referred within 12 months of previous closure. There is a likely link to Covid-19 in this pattern as families previously in crisis may not have the resilience to withstand the additional pressures while there has been a reduction in face-to-face services for non-statutory services. Service managers scrutinise all children re-referred at monthly performance boards. This provides reassurance that we are confident about thresholds, and enables learning on an individual case basis to be shared.

## Cabinet PMF: 2020-21 Mid-year Performance Report

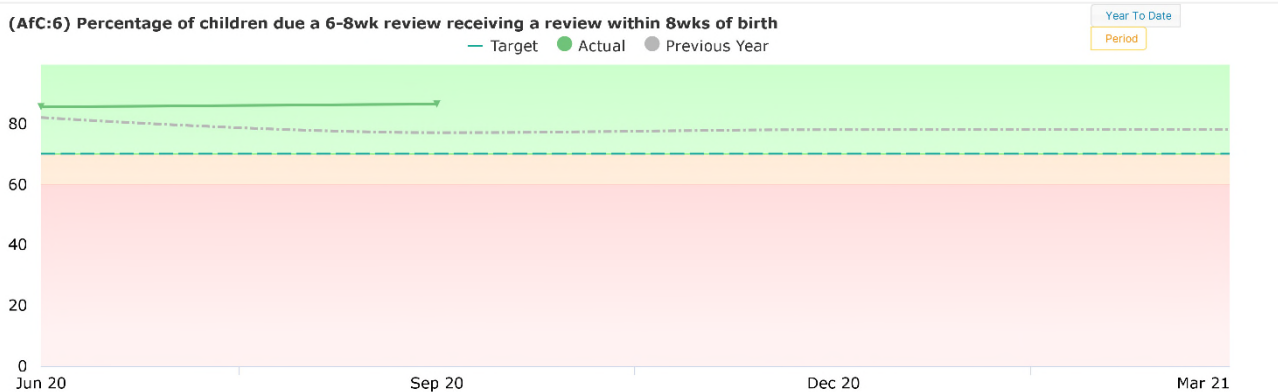


### Q2 Commentary

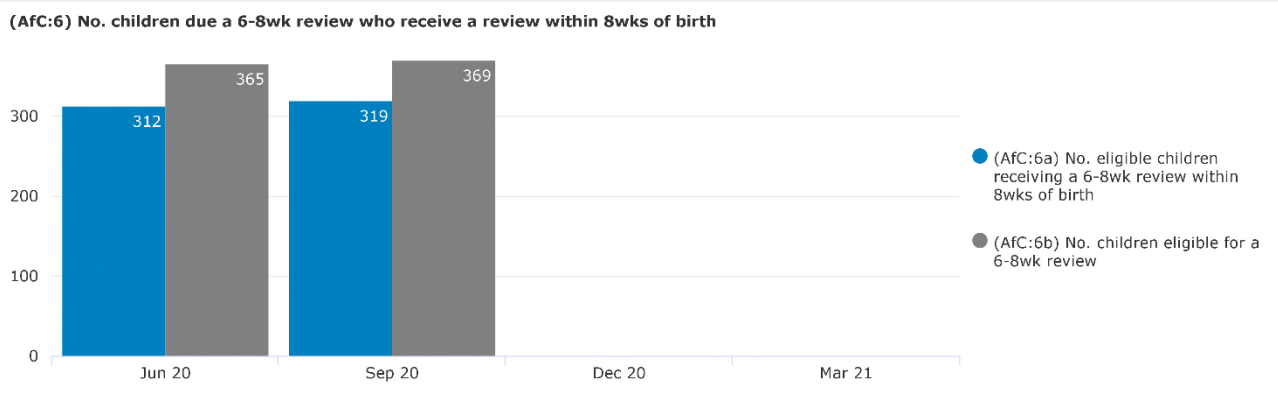
*The target for this measure is 3.5% with red flag raised if performance is equal to/exceeds 6%. The target and tolerance thresholds are unchanged from 2019/20.*

There were three children on plans lasting more than 2 years when they were closed during this quarter. The service is satisfied that the concerns set out in the plans have been addressed for these children. The Child Protection Reviewing service regularly reviews all children who have been subject to a Child Protection Plan for 10 months or more. As at the end of September there were 26 children who were subject to a plan for over 10 months. All of these cases have had pre and formal escalations raised under the agreed escalation policy. It is anticipated that regularly raising escalations for plans when they reach 10 months will systematically prevent plans reaching 18+ months. Child Protection chairs also regularly review and challenge the contingency plans that are put forward at each Review Child Protection Conference and will shortly be fully embedding midway review meetings. This strategy will further mitigate the concerns of having children subject to plans for a period of 10 months or over. On the rare occasion a child is subject to a protection plan for more than 18 months, the plans are regularly scrutinized by senior managers via the Windows into Practice Panel to ensure appropriate alternative plans are considered in good time.

6.3 Health visiting



	Jun 20	Sep 20	Dec 20	Mar 21
Target	70.0%	70.0%	70.0%	70.0%
Actual	85.5%	86.4%		



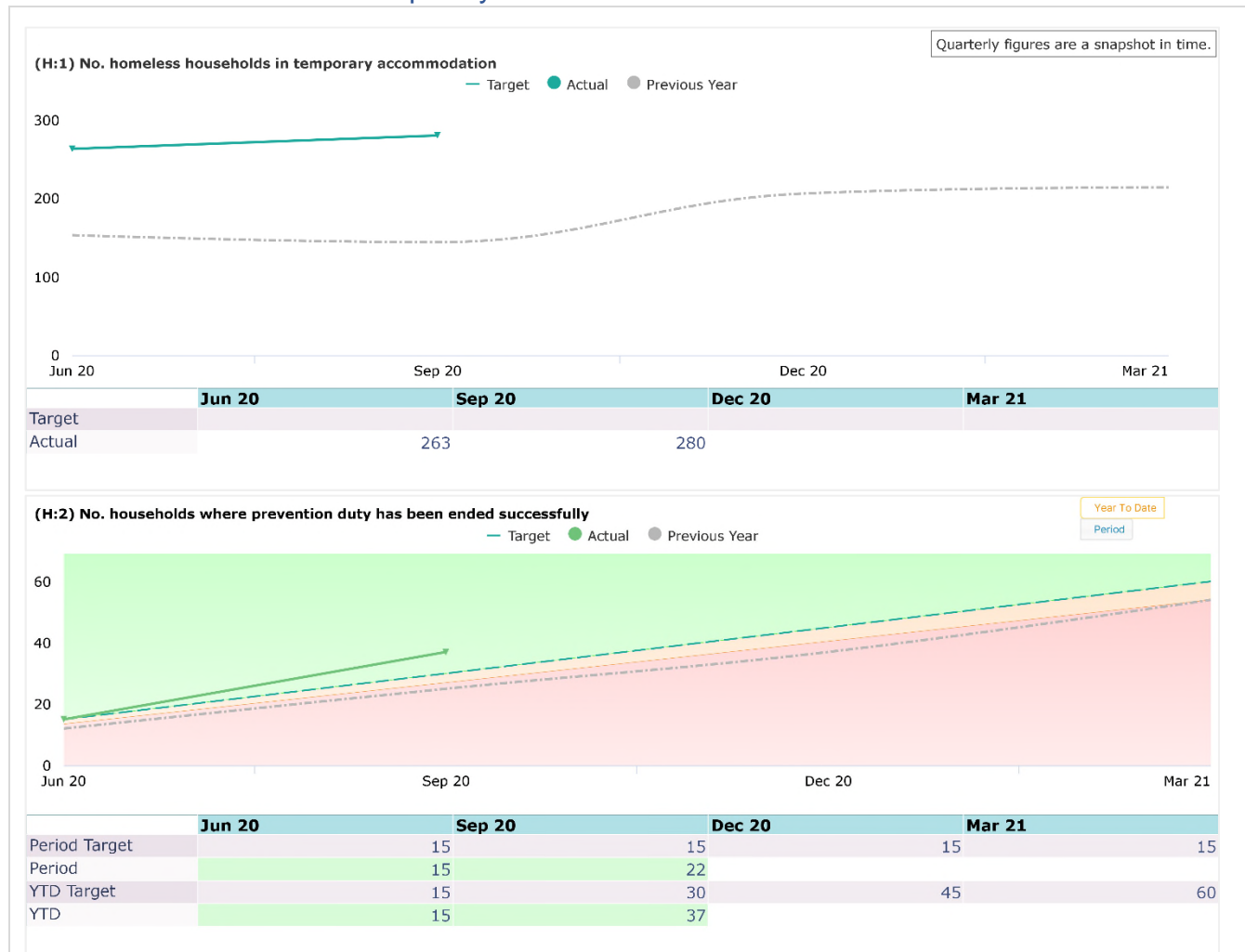
**Q2 Commentary**

*The target for this measure is 70% with red flag raised if performance is equal to/below 60%. The target and tolerance thresholds are unchanged from 2019/20.*

It was anticipated that performance of this measure would fall in Q1 due to reduced service-availability as a result of Covid-19 restrictions. This has not proved to be the case and both Q1 (85.5%, 312/365) and Q2 (86.4%, 319/369) performance came in above target. We believe this is due to a number of families who were happy to engage in a virtual assessment (where that was appropriate) which counts as complete who would otherwise have declined an in person visit in non-Covid times.

## 7. Housing: Performance Trends

### 7.1 Homelessness and temporary accommodation



#### Q2 Commentary

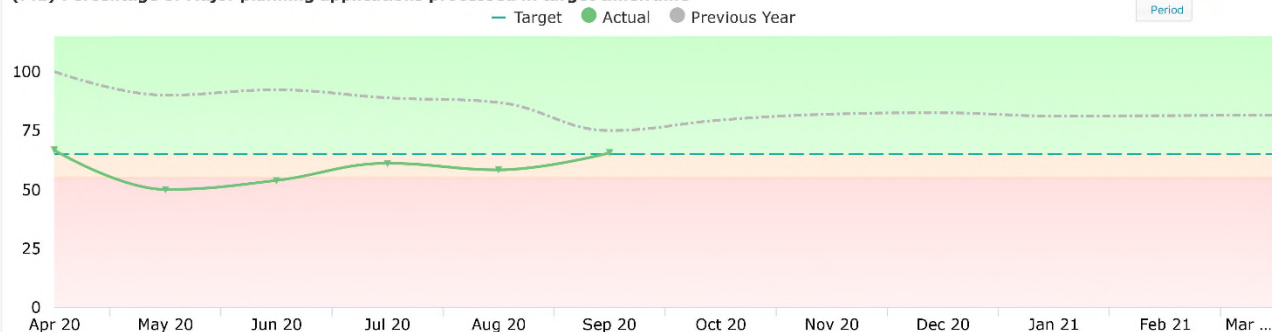
Temporary accommodation is provided to households when they have approached the local authority and are deemed to be homeless with no other housing options. Local authorities will monitor numbers of households (and types) in temporary accommodation with a view to reducing numbers quarter by quarter. Due to the current pandemic and “everybody in” campaign from the Government, temporary accommodation numbers are increasing and targets cannot currently be set. Target-setting will be reviewed in Q4.

As part of the housing options role, officers are constantly looking at ways to prevent homelessness and support households into accommodation options. We have been very successful recently with accessing the private rented sector for longer term housing options and in some cases preventing households needing to go into temporary accommodation at all.

## 8. Planning: Performance Trends

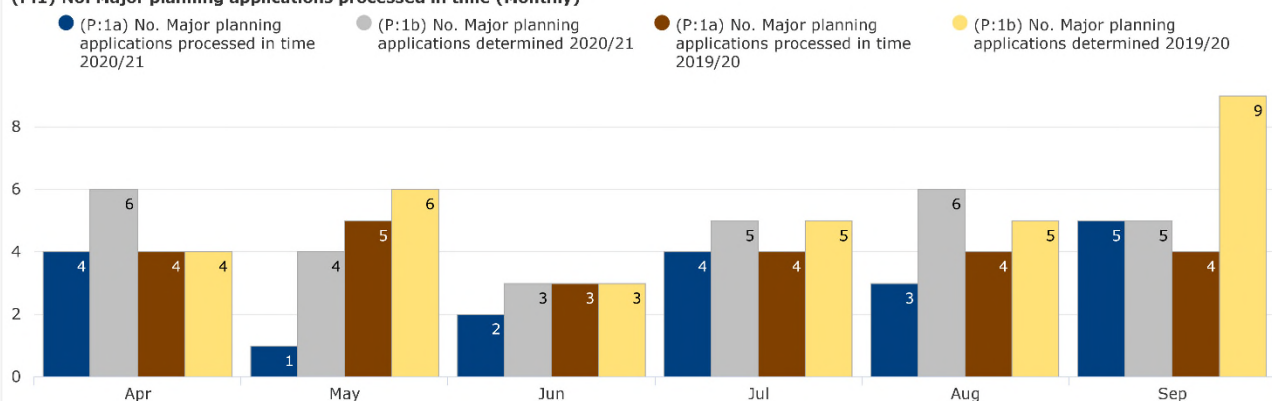
### 8.1 Planning applications: Major

(P:1) Percentage of Major planning applications processed in target timeframe



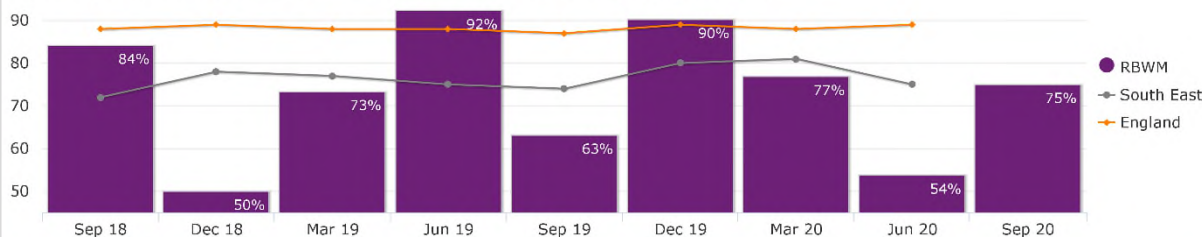
	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%
Period	66.7%	25.0%	66.7%	80.0%	50.0%	100.0%						
YTD	66.7%	50.0%	53.8%	61.1%	58.3%	65.5%						

(P:1) No. Major planning applications processed in time (Monthly)



Benchmarking: Quarterly Figures (P:1) Percentage of Major planning applications processed in target timeframe

Source: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics>



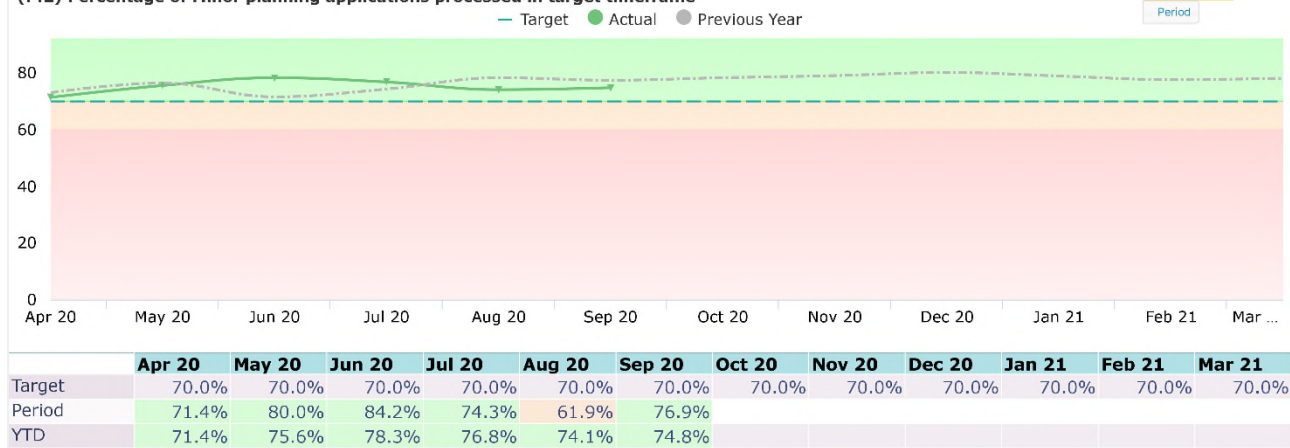
	Sep 18	Dec 18	Mar 19	Jun 19	Sep 19	Dec 19	Mar 20	Jun 20	Sep 20
RBWM	84%	50%	73%	92%	63%	90%	77%	54%	75%
South East	72%	78%	77%	75%	74%	80%	81%	75%	
England	88%	89%	88%	88%	87%	89%	88%	89%	

### Q2 Commentary

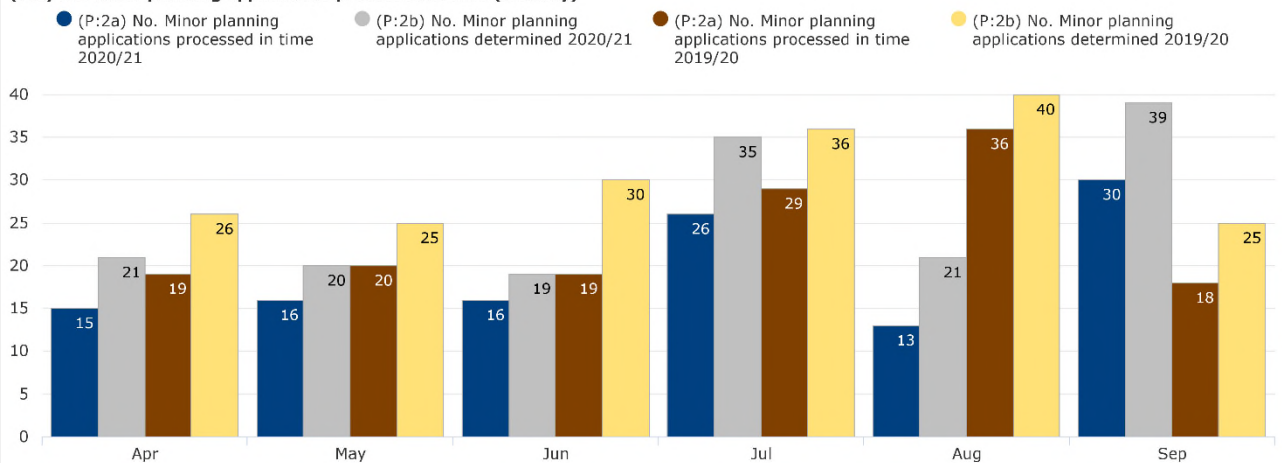
The target for this measure is 65% with red flag raised if performance is equal to or below 55%. The target and tolerances are unchanged from 2019/20. As at the end of Q2 year-to-date performance stands at 65.5% (19/29), above target by 0.5 but lower than year-to-date performance in in Q2 2019/20 (75%, 24/32). YTD performance has been mostly impacted by Q1 (Apr-Jun) when performance fell below target and outside of tolerance (53.8%, 7/13). This is partly attributed to a change in working arrangements as a result of the Covid-19 pandemic, as well as a number of applications being determined for which it was not possible to agree extensions to the deadline. Benchmarking data available up to the end of Q1 2020/21 shows the fluctuation in the council's performance compared to the relatively stable figures for South East and England. Performance is expected to continue its upward trend into Q3.

## 8.2 Planning applications: Minor

(P:2) Percentage of Minor planning applications processed in target timeframe

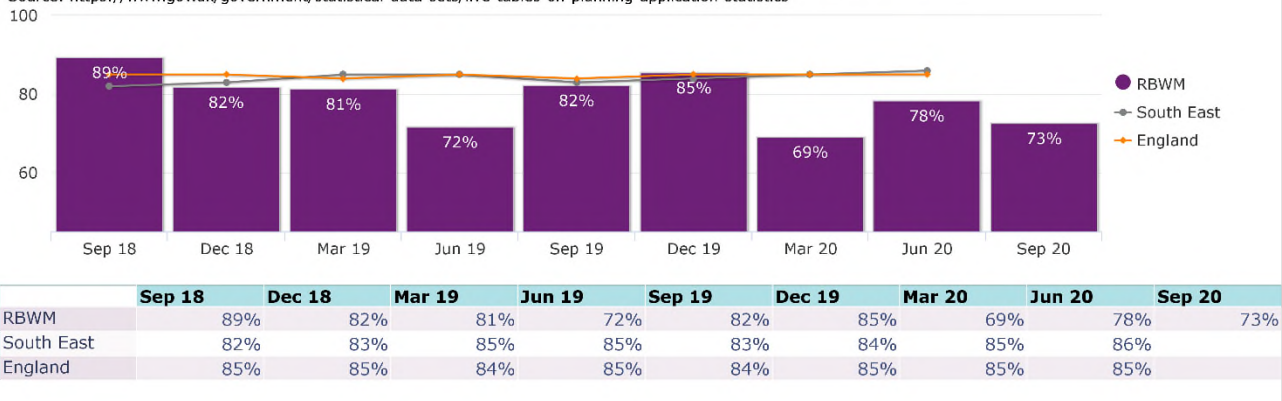


(P:2) No. Minor planning applications processed in time (Monthly)



Benchmarking: Quarterly Figures (P:2) Percentage of Minor planning applications processed in target timeframe

Source: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics>



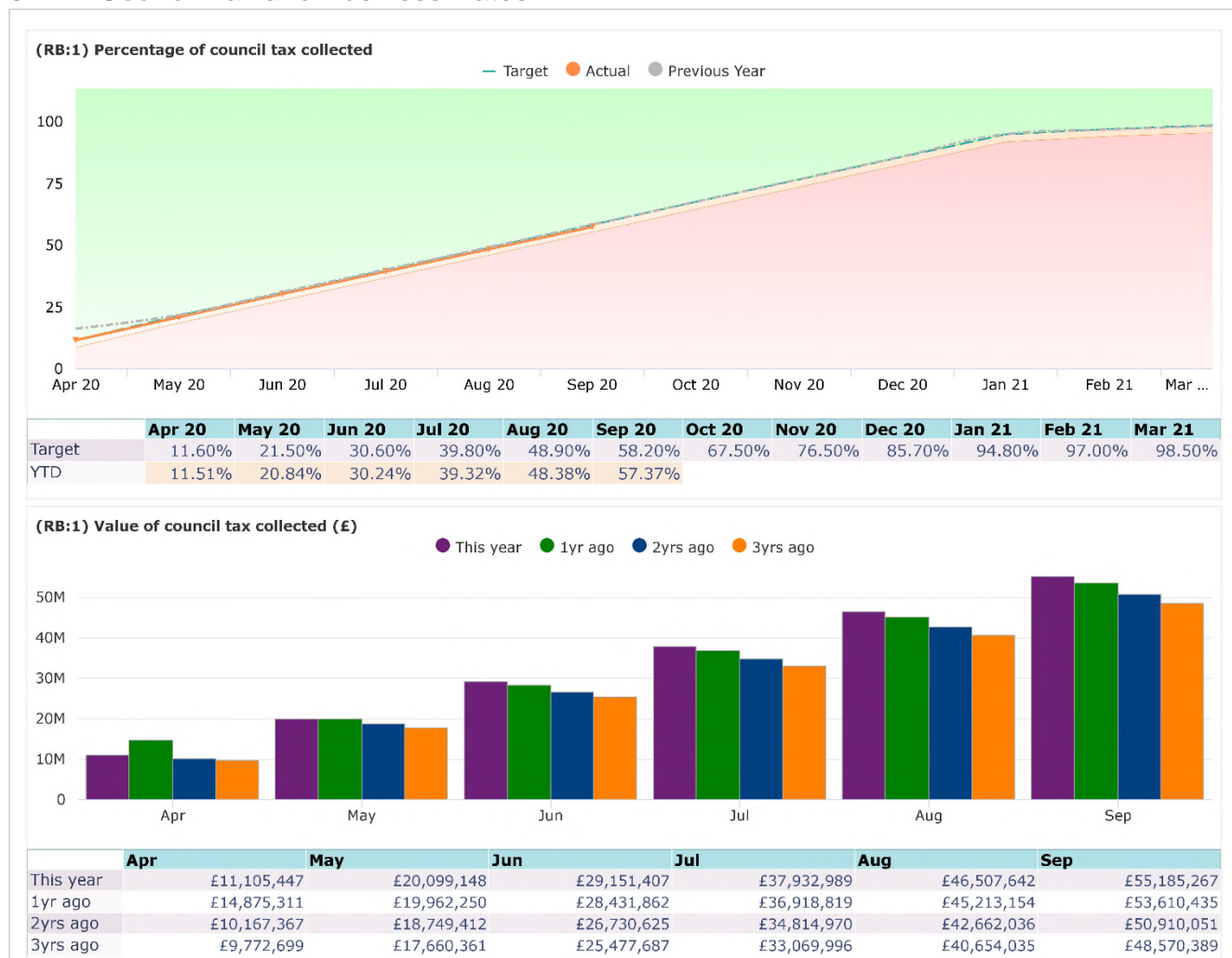
### Q2 Commentary

The target for this measure is 70% with red flag raised if performance is equal to or below 60%. Targets and tolerances are unchanged from 2019/20. As at the end of Q2 year-to-date performance stands at 74.8% (116/155), above target by 4.8 but lower than year-to-date performance in Q2 2019/20 (77.5%, 141/182). There are no major concerns regarding performance against this measure; the volume of incoming applications is broadly consistent with 2019/20 volumes and monthly performance has remained above target with a dip in August to 61.9% (within tolerance). Benchmarking data available up to the end of Q1 shows that quarterly performance is broadly in line with South East and England performance.



## 9. Revenue, Benefits, Library and Resident Services: Performance Trends

### 9.1 Council Tax and Business Rates

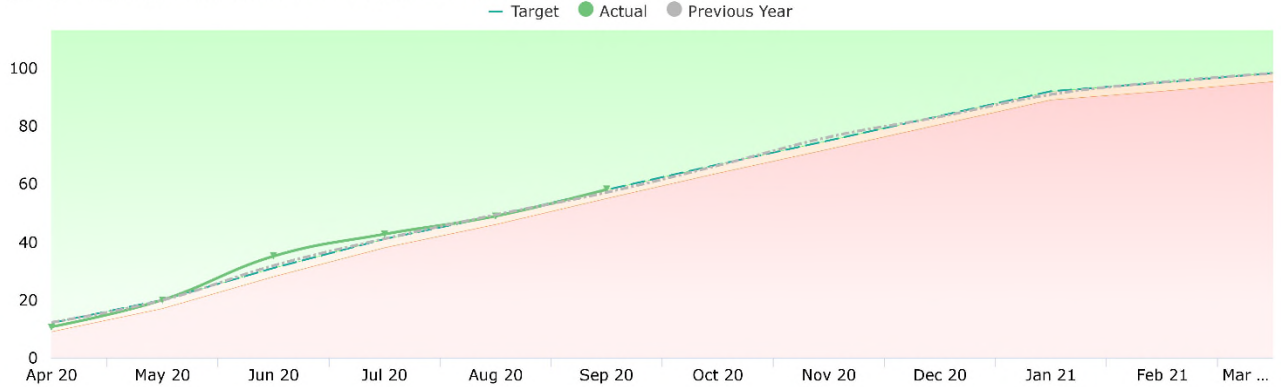


#### Q2 Commentary

As at the close of Q2 performance of this measure stands at 57.37%, below target (58.20%) by 0.83 though within tolerance for the measure. Whilst the collection rate as at the end of September 2020 is lower than that in September 2019 (58.28%), the value of council tax collected by the close of September 2020 (£55,185,267) is the highest collection value for that period in the last 3 years.

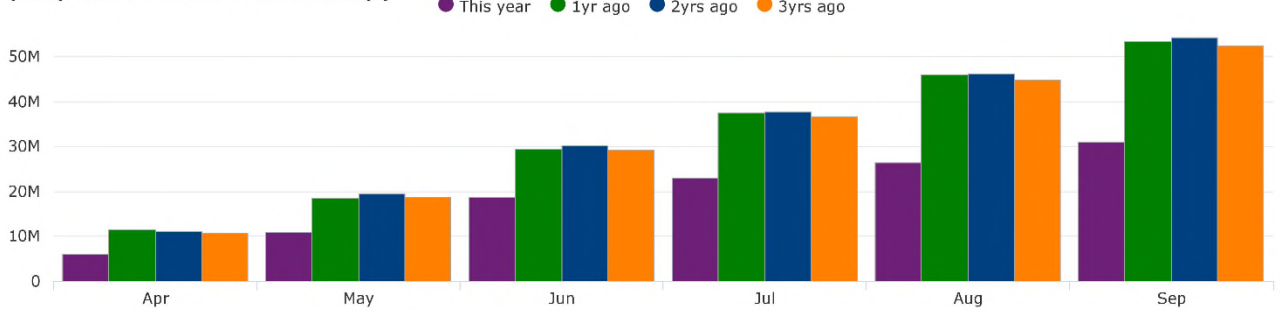
## Cabinet PMF: 2020-21 Mid-year Performance Report

(RB:2) Percentage of Non Domestic Rates (Business Rates) Collected



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	12.00%	20.00%	31.00%	41.00%	49.00%	58.00%	66.70%	75.00%	83.50%	92.00%	95.00%	98.30%
YTD	10.70%	19.98%	35.08%	42.70%	48.92%	58.11%						

(RB:2) Value of Business Rates collected (£)



	Apr	May	Jun	Jul	Aug	Sep
This year	£5,960,082	£10,831,149	£18,849,149	£22,994,146	£26,473,401	£31,139,042
1yr ago	£11,452,289	£18,555,526	£29,437,980	£37,492,968	£46,040,499	£53,432,610
2yrs ago	£11,146,018	£19,619,759	£30,343,993	£37,836,796	£46,310,680	£54,234,610
3yrs ago	£10,653,395	£18,843,339	£29,352,763	£36,793,897	£44,879,528	£52,436,633

### Q2 Commentary

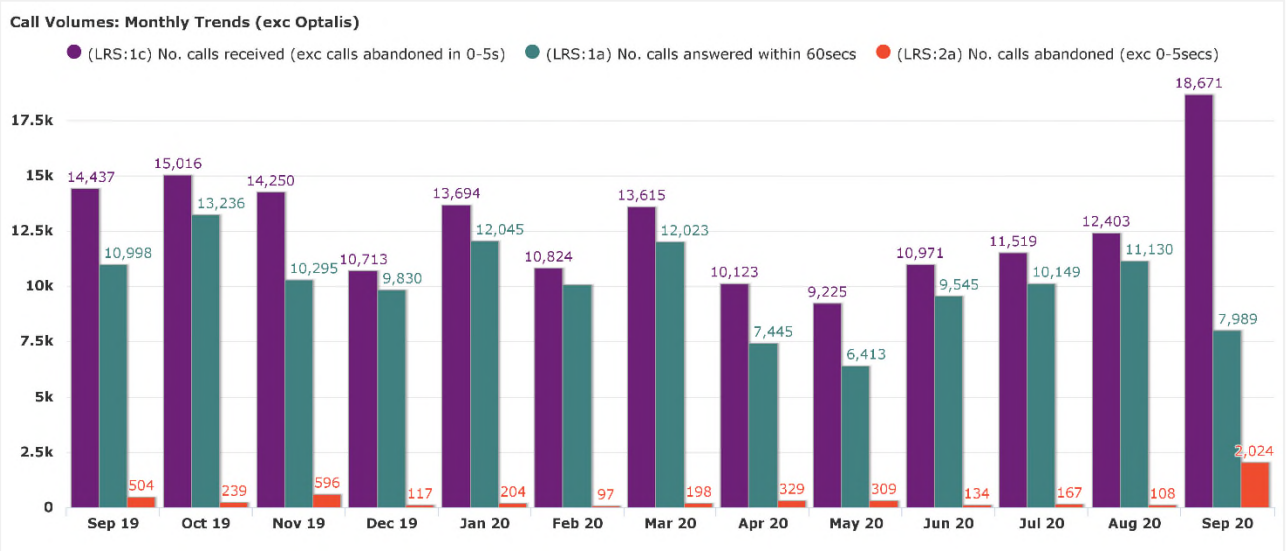
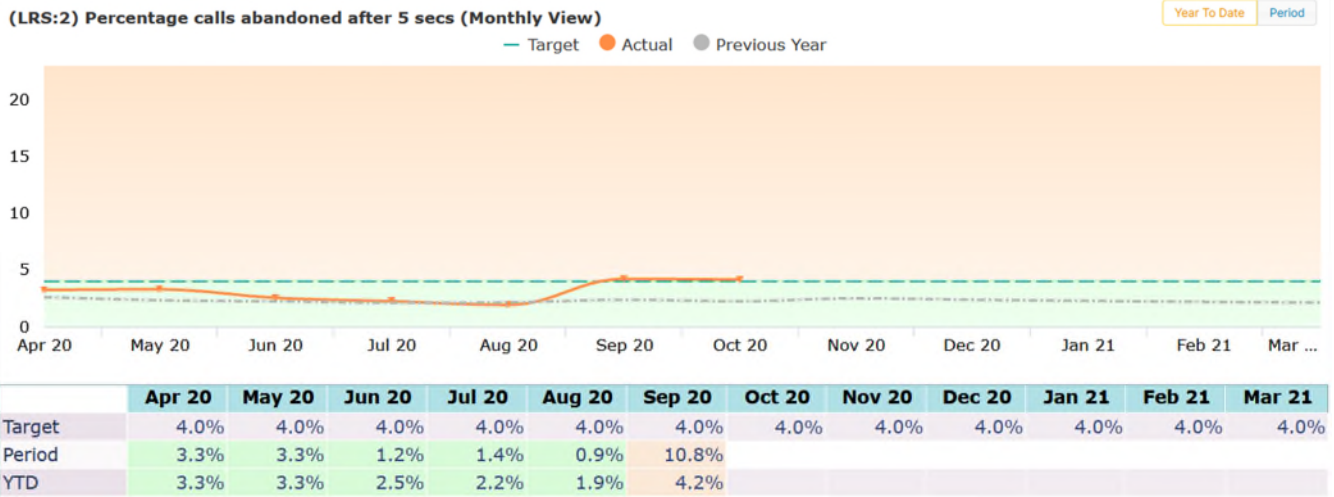
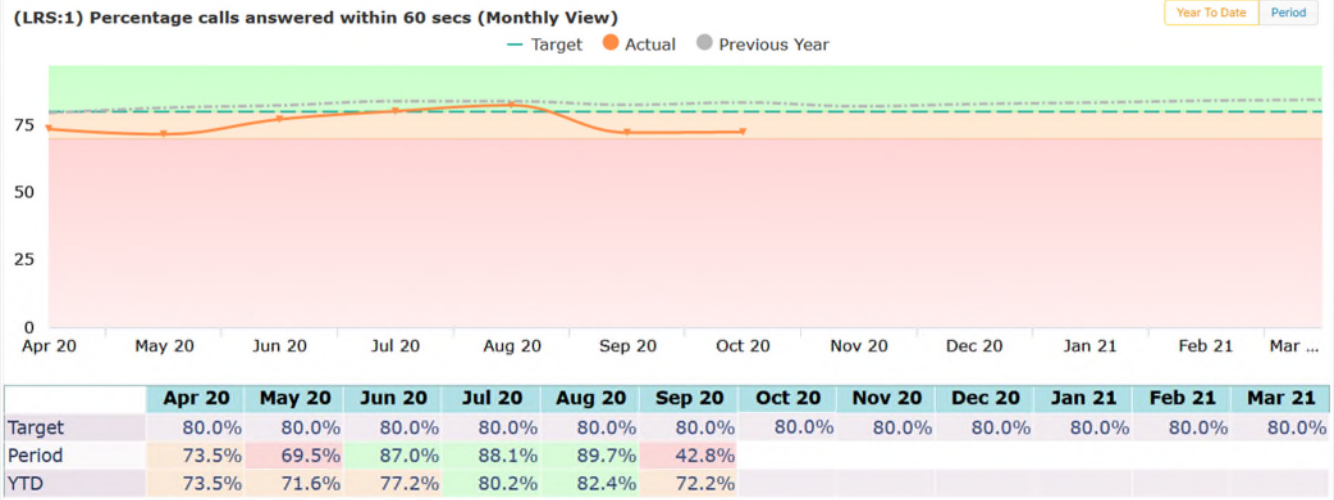
At the close of Q2 performance for this measure stands at 58.11% above the target (58.0%) by 0.11 and an improvement on 2019/20 Q2 performance (57.09%). The detrimental impact of Covid-19 on collection rates that was anticipated in Q4 2019/20 has therefore not yet been seen.

Central government announced that with effect from 1 April 2020, two new forms of Business Rates Relief would apply to qualifying Businesses i.e. Nursery Relief and Expanded Retail Relief. As a result, the net collectible debit has reduced significantly. However, the collection rate reflects sums collected by businesses not entitled to these new forms of relief.

In addition, two Grant Schemes were announced to assist businesses which fit the qualifying criteria: The Small Business, Retail, Leisure and Hospitality Grant scheme and the Local Authority Discretionary Grant Fund. Both schemes closed on 28 August 2020.

Cabinet PMF: 2020-21 Mid-year Performance Report

9.2 Customer contact centre calls



**Q2 Commentary**

As at the close of Q2, year-to-date performance in relation to percentage of calls answered within 60 seconds stands at 72.2% (52,671/72,912), short of target (80%) by 7.8 though within tolerance for the measure. Year-to-date performance in relation to percentage of calls abandoned after 5 seconds is 4.2% (3,071/72,912), again short of target (4%) by 0.2.

## Cabinet PMF: 2020-21 Mid-year Performance Report

As acknowledged in the Q4 performance report, the council's operations changed considerably as a result of lockdown restrictions in mid-March. Libraries closed on Wednesday 18 March 2020 and business continuity plans necessitated the adoption of new technology to support library and resident contact staff in the continuation of their duties from home where it was possible and appropriate to do so. The council's response to the Covid-19 pandemic has utilised resources from across all council teams, and Library and Resident contact staff in particular have been engaged in setting up and training council staff in the use of new technologies to support engagement with local community groups and also local residents shielding as a result of particular vulnerabilities to the virus.

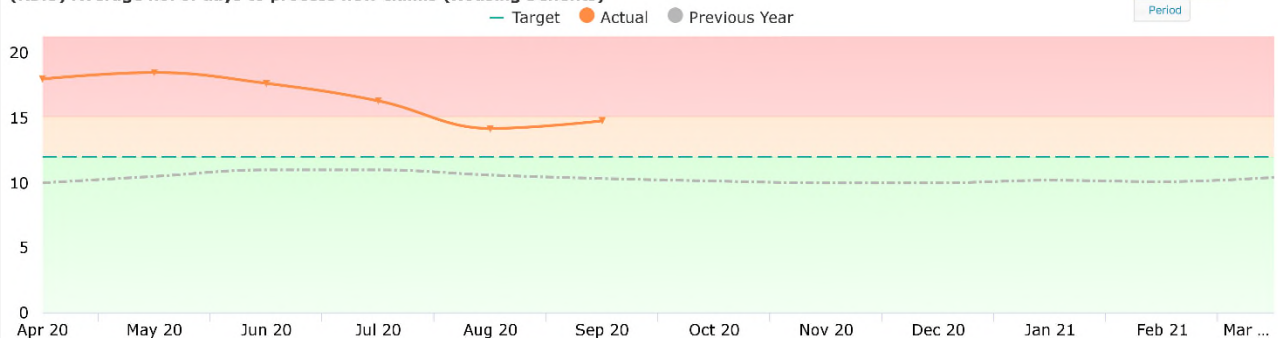
Q1 performance of the percentage of calls answered within 60 seconds (77.2%, 23,403/30,319) reflects the impact of these challenges whilst, encouragingly, the percentage of calls abandoned after 5 seconds remained consistently on target across Apr-Jun.

High performance in both July and August put both measures on track to exceed targets by the close of Q2. However high volumes of incoming calls in September (18,671) relating to difficulties experienced with waste collection impacted that month's performance and brought overall year-to-date performance below target. Across October call volumes have returned to normal expected volumes and Q3 performance for both measures is expected to come in on target.

A comparison of Q2 YTD call volumes (excluding calls abandoned within 5 seconds) with previous years shows that, overall, the council is receiving fewer calls to the customer contact centre in 2020/21. As at the close of September a total of 72,912 calls have been received in 2020/21 compared to 84,134 in 2019/20, 88,112 in 2018/19 and 113,661 in 2017/18. This is largely attributed to the availability of online services and information via the council's website and also overall reductions in avoidable contact by addressing customers' enquiries "right first time".

9.3 Processing times for Housing Benefits

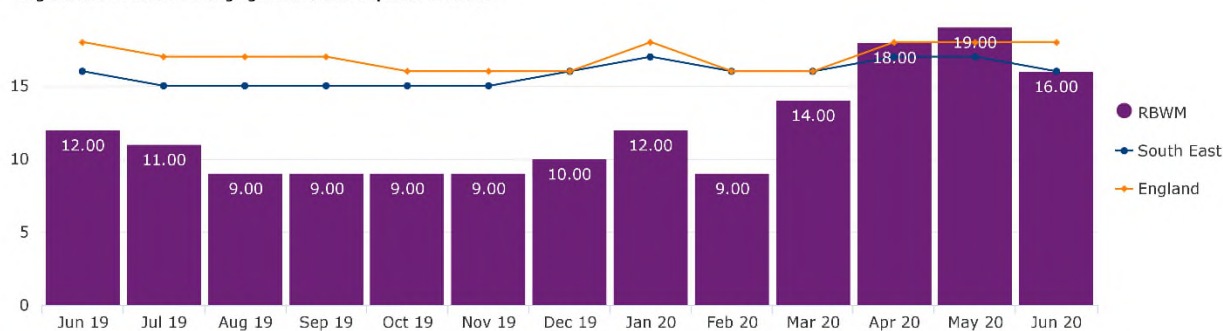
(RB:5) Average no. of days to process new claims (Housing Benefits)



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Period	18.00	19.00	16.00	12.26	5.70	17.71						
YTD	18.00	18.50	17.67	16.32	14.19	14.78						

Benchmarking: Trends: (RB:5) Average no. of days to process new claims (Housing Benefits)

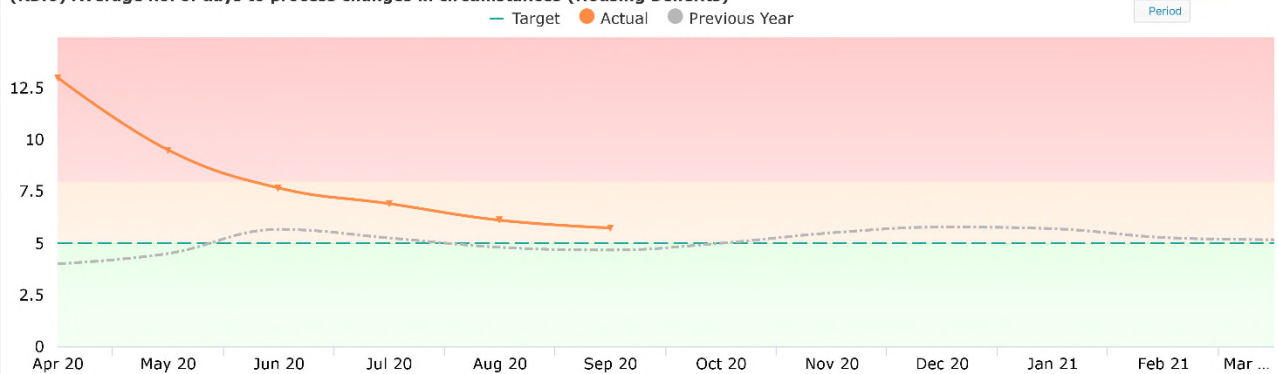
\*England and SE Benchmarking figures available a quarter in arrears\*



Source: <https://www.gov.uk/government/statistics/housing-benefit-statistics-on-speed-of-processing-2019-to-2020>

	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20
RBWM	12.00	11.00	9.00	9.00	9.00	9.00	10.00	12.00	9.00	14.00	18.00	19.00	16.00
South East	16.00	15.00	15.00	15.00	15.00	15.00	16.00	17.00	16.00	16.00	17.00	17.00	16.00
England	18.00	17.00	17.00	17.00	16.00	16.00	16.00	18.00	16.00	16.00	18.00	18.00	18.00

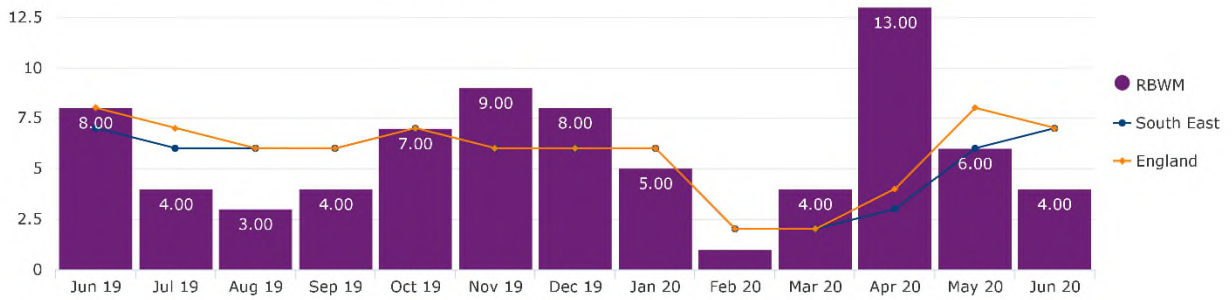
(RB:6) Average no. of days to process changes in circumstances (Housing Benefits)



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Period	13.00	6.00	4.00	4.63	2.91	3.87						
YTD	13.00	9.50	7.67	6.91	6.11	5.74						

**Cabinet PMF: 2020-21 Mid-year Performance Report**

**Benchmarking: Trends: (RB:6) Average no. of days to process changes in circumstances (Housing Benefits)**  
 \*England and SE Benchmarking figures available a quarter in arrears\*



Source: <https://www.gov.uk/government/statistics/housing-benefit-statistics-on-speed-of-processing-2019-to-2020>

	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20
RBWM	8.00	4.00	3.00	4.00	7.00	9.00	8.00	5.00	1.00	4.00	13.00	6.00	4.00
South East	7.00	6.00	6.00	6.00	7.00	6.00	6.00	6.00	2.00	2.00	3.00	6.00	7.00
England	8.00	7.00	6.00	6.00	7.00	6.00	6.00	6.00	2.00	2.00	4.00	8.00	7.00

**Q2 Commentary**

Please note that Q1 figures for both measures have been updated following the official data-release by the Department for Work and Pensions. The Q1 YTD figure for RB:5 has been updated from 17.73 (red) to 17.67 (red). The Q1 YTD figure for RB:6 has been updated from 8.08 (red) to 7.67 (amber).

Based on internal reports, at the close of Q2 the year-to-date performance of both measures is short of target but within accepted tolerance thresholds (14.78 days for new claims, 5.74 days for changes in circumstances). The unprecedented demand for services as a result of the Covid-19 pandemic was reflected on by the Secretary of State for the Department for Work and Pensions in a statement to Parliament and the downturn in performance in Q1 (Apr-Jun) for both measures was therefore expected and unavoidable as service staff worked to meet the challenges of this increased demand whilst adapting to new remote working arrangements. Encouragingly, performance has improved from the April position to bring both measures within tolerance at the close of September 2020, and it is anticipated that performance will continue to improve across Q3.

Available benchmarking data up to the end of June 2020 (please note that South East and England benchmarking figures are available a quarter in arrears) shows RBWM's performance to be broadly consistent with the South East and England in relation to processing new claims (RB:5) across Q1. Performance in relation to processing changes in circumstances (RB:6) across Q1 was lower than the South East and England reported figures in April, but improved across May and June to bring performance above the South East and England in June.

Report Title:	<b>RBWM Property Company Ltd – Annual Report &amp; Audited Accounts 2019-2020</b>
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Cllr Johnson – Lead Member for Business, Economic Development and Property.
Meeting and Date:	26 November 2020
Responsible Officer(s):	Russell O’Keefe – Executive Director
Wards affected:	All

www.rbwm.gov.uk



## REPORT SUMMARY

1. The report sets out the Annual Report and Audited Accounts for 2019-2020 (for the year ended 31 March 2020) for RBWM Property Company, which is wholly owned by the Council.
2. The Annual Report includes the:
  - RBWM Property Company Ltd activities and performance.
  - Governance arrangements.
  - Summary of the financial outturn.
3. The audited accounts year ended 31 March 2020 include:
  - Directors Responsibilities Statement.
  - Independent Auditors Report.
  - Statement of Comprehensive Income.
  - Statement of Financial Position.
  - Statement of Changes in Equity.
  - Management Information.

## 1. DETAILS OF RECOMMENDATION(S)

### RECOMMENDATION:

**That Cabinet notes the report and the Annual Report and Financial Statements for RBWM Property Company for 2019-2020 (the year ended 31 March 2020).**

## 2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

### Background

- 2.1 RBWM Property Company is a Local Authority Trading Company (LATC).
- 2.2 The Council holds 100% of the shares in the Company and, as such, has full control of the Company.
- 2.3 The Company acts as a property company, for and on behalf the Council for matters associated with regeneration, development and property. The company also manages and develops a small property portfolio with a positive

income stream with a focus on affordable housing for keyworkers. The company also provides line management to the Council's in house property team.

- 2.4 The Company works through a Shareholders Operating Protocol with the Council which was most recently updated and approved by the Council's Cabinet in August 2019.
- 2.5 This is an annual report for Cabinet's information in line with the Shareholders Operating Protocol.
- 2.6 The Council's Cabinet also approves the company's business plan which guides all the work of the company (the latest company business plan was also approved at Cabinet in August 2019).
- 2.7 The articles of association of the Company set out the appointment of directors and the requirements of an annual general meeting.
- 2.8 Financial returns to the Council from the company are made up of a combination of profit after tax by way of a dividend paid to the Council and interest paid on commercial loans.
- 2.9 The Company also provides significant savings to the Council by not having to use specialist property and development private consultancies where it holds those skills within the company.

## **Board**

- 2.10 The Company is overseen by a Board that is currently comprised of five non-executive directors and one executive director, who hold voting rights when taking decisions. The board also have the benefit of two non-voting co-optees, who bring local experience and knowledge to the board. Currently the voting members of the board as follows:
  - Russell O'Keefe – Non-Executive Director and Chair of the Board (Russell is currently the director within the Council responsible for Place including regeneration and property including RBWM Property Company).
  - Griff Marshalsay - Non-Executive Director (Griff has previously been managing director for national and regional house builders. He has also worked as director for a major housing association).
  - Patrick Barr – Non-Executive Director (Patrick in his day job is Chief Finance Officer at Midway Resources International)
  - Jonathan Monnickendam - Non-Executive Director – (Jonathan was formally part of Lloyds 's Commercial Real Estate development finance team and now runs his own development debt consultancy).
  - Nick Young - Non-Executive Director (Nick in his day job carries out commercial and retail estate consultancy)
  - Barbara Richardson – Executive Director (Barbara is employed by the Property Company as its Managing Director).
- 2.11 All non-executive directors on the Board give their time on a voluntary basis but can request basic expenses e.g. travel. The only director who receives



remuneration is Barbara Richardson who is an Executive Director employed by the company as Managing Director.

- 2.12 Russell O’Keefe is resigning from the Board effective from the 3 January 2021. The Board will therefore need to shortly elect a new Chair to take over from the 3 January 2021 onwards.

### **Day to day management**

- 2.13 The day-to-day operation of the company is the responsibility of the Managing Director, Barbara Richardson. She manages the company’s staff and is responsible for delivering the day-to-day activities of the company in accordance with business plan and strategies agreed by the Board and its shareholder the Council. Barbara reports to the Chair of the Board.

### **Development of Council land and assets**

- 2.14 The company as the Council’s property company provides advice on the development and management of Council land and assets. For example the Company working with the Council’s in house property team, which it provides line management to, recently carried out a fundamental review of all Council assets. This resulted in a new Asset Management Plan for the Council being brought to Cabinet in June 2020 for consideration.
- 2.15 All work carried out by the Company on Council land and assets is carried out in line with the Council’s constitution which sets out relevant property and financial rules. In simple terms, the process would usually be as follows:
- The Council asks the company to review or work on a particular matter e.g through the business plan or a specific request. Alternatively the Company may propose to the Council that work needs to be undertaken on a particular matter.
  - The company’s staff then carry out the work and bring it to the Board for consideration e.g. a review of a site proposal from one of the Council’s joint venture development partners. Assuming the Board are happy with the work and the recommendation it is then recommended to the Council for consideration.
  - The Council then considers this through the Council’s constitution. For example if the recommendation is to develop or dispose of an asset this would result in Cabinet approval being sought.

## **3. KEY IMPLICATIONS**

- 3.1 The latest approved business plan of the Company set out the following long term strategic objectives for the company:
- To enable the delivery of up to 4,000 homes, 30% of which will be affordable.
  - To create sustainable communities.
  - To develop a portfolio of properties for market rent, sub market rent and shared ownership.
  - To maximise council assets to create a positive income stream.

- To deliver high quality professional development services to the council.
- To work in partnership with local stakeholders to deliver our vision.
- To explore new markets and products for alternative housing solutions, that meet housing need in the borough and allow individuals and/or families to access a home.
- To provide or enable the delivery of housing in the borough for essential key workers that will enable services to be delivered for the benefit of all residents in the borough.
- To invest in the development and training of staff to enable the expansion and efficient running of the business.
- To ensure the governance and viability of the council is not affected by activities undertaken by the Property Company.

#### **4. FINANCIAL DETAILS / VALUE FOR MONEY**

- 4.1 The overall financial outturn position for year ending 31 March 2020 shows a profit before tax of £375,882 and a profit after tax of £285,108. See appendix A for the full audited accounts.
- 4.2 Approval has been given at the RBWM Property Company Ltd AGM on 30<sup>th</sup> September 2020, to pay a dividend to the Council as its shareholder of £210,000. This is in line with the Council's medium term financial plan.
- 4.3 The property company also delivers savings to the Council, its shareholder, though the Council not having to instruct specialist property and development private consultancies, on certain projects, as it holds those skills within the Company and through the advice and work it does to increase value and realise savings. This is monitored by the Company's board and in 2019/20 those savings were assessed as £1,154,900.

#### **5. LEGAL IMPLICATIONS**

- 5.1 Local Authorities have the power to do anything that an individual may do in accordance with Section 1 of the Localism Act 2011 (the 2011 Act). This is referred to as the general power of competence, and a local authority may use this power for its own purpose, a commercial purpose or/and for the benefit of others. This power is however subject to several limitations, including pre-commencement limitations, which confirms that any legal restrictions, prohibitions, or limitations that existed prior to 18 February 2012 (when the 2011 Act came into force) will remain in force. Section 2 of the 2011 Act limits the general power of competence where its 'overlaps' with a power, which predates it.
- 5.2 This means that where the Council relies on the general power of competence and there is the same power, which pre-dates it and is subject to restrictions, then the general power of competence will be subject to these restrictions. An example of this is Section 95 Local Government Act 2003, which gives the Council the power to trade, but is subject to restrictions contained within Regulation 2 of the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 which requires a business case to be prepared and approved by the Council before the Company starts trading. Additionally,

in accordance with section 4 (2) Localism Act 2011, a local authority wants to do anything for a commercial purpose, they must only use the general power contained in section 1 Localism Act 2011 through a Company.

- 5.3 RBWM Property Company is a Teckal compliant Local Authority Trading Company (LATC). The Council holds 100% of the shares in the Company and, as such, has full control of the Company.

## **6. RISK MANAGEMENT**

- 6.1 The RBWM Property Company Annual Report and Audited Accounts for 2019-2020 are required to be filed at Companies House no later than the 31 March 2021 can be seen at Appendix B.
- 6.2 The Property Company monitors corporate, strategic, and operational risk and reports this to its Board.

## **7. POTENTIAL IMPACTS**

- 7.1 Equalities – individual projects and proposals that are undertaken for and on behalf of the council, undergo an EQIA screening form. If this demonstrates any impacts on groups, including those within the workforce, then a full assessment is undertaken. No such assessment is essential for the filing of the audited accounts and annual report.
- 7.2 Climate change/sustainability – all individual projects and or services are measured against the council existing and emerging climate change policies.
- 7.3 Data Protection/GDPR – the Property Company does not hold any personal data, and therefore is compliant with GDPR. With regards to the residential properties that we hold, our tenant's information is held by our managing agents. The Property Company makes an annual assessment to make sure that our managing agents are compliant with GDPR.

## **8. TIMETABLE FOR IMPLEMENTATION**

- 8.1 Not applicable, the report is to note.

## **9. APPENDICES**

- 9.1 This report is supported by 2 appendices:

- Appendix A Audited Accounts for year end 31 March 2020.
- Appendix B RBWM Annual Report 2019-2020.

## 10. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Johnson	Lead Member for Business, Economic Development & Property.	27/10/20	29/10/20
Duncan Sharkey	Managing Director	21/10/2020	21/10/20
Adele Taylor	Executive Director/S151 Officer	21/10/2020	21/10/20
Elaine Browne	Head of Law	21/10/2020	22/10/20
Mary Severin	Monitoring Officer	21/10/2020	28/10/20
Nikki Craig	Head of HR, Corporate Projects and IT	21/10/2020	27/10/20
Louisa Dean	Communications	21/10/2020	
Kevin McDaniel	Director of Children's Services	21/10/2020	
Hilary Hall	Director Adults, Commissioning and Health	21/10/2020	28/10/20
Karen Shepherd	Head of Governance	21/10/2020	

### REPORT HISTORY

<b>Decision type:</b> For information	<b>Urgency item?</b> No	<b>To Follow item?</b>
Report Author: Russell O'Keefe – Executive Director		

Company Registration No. 07588433 (England and Wales)

**RBWM PROPERTY COMPANY LTD**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED**  
**31 MARCH 2020**

# RBWM PROPERTY COMPANY LTD

## COMPANY INFORMATION

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<b>Directors</b>	R O'Keefe J P Barr G M Marshalsay J P Monnickendam B A Richardson N J Young
<b>Company number</b>	07588433
<b>Registered office</b>	Town Hall St Ives Road Maidenhead Berkshire SL6 1RF
<b>Auditor</b>	RSM UK Audit LLP Chartered Accountants One London Square Cross Lanes Guildford Surrey GU1 1UN

# RBWM PROPERTY COMPANY LTD

## DIRECTORS' REPORT

### FOR THE YEAR ENDED 31 MARCH 2020

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The directors present their annual report and financial statements for the year ended 31 March 2020.

#### Principal activities

The principal activity of the company was the provision of consultancy services to a related party and the rental of investment properties.

#### Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

R O'Keefe

R D Stubbs

(Resigned 20 September 2019)

J P Barr

G M Marshalsay

J P Monnickendam

B A Richardson

N J Young

(Appointed 1 April 2019)

#### COVID-19

In March 2020, the World Health Organisation formally recognised COVID-19, the novel strain of coronavirus, as a pandemic. There remains significant uncertainty as to the extent and duration of the global economic impact. The directors are constantly monitoring the situation and are taking all necessary steps to minimise the impact on the business.

#### Auditor

RSM UK Audit LLP have indicated their willingness to be reappointed for another term and appropriate arrangements have been put in place for them to be deemed reappointed as auditors in the absence of an Annual General Meeting.

#### Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, each director has taken all the necessary steps that they ought to have taken as a director in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

On behalf of the board



.....  
B A Richardson

**Director**

Date: 30 September 2020.....

# **RBWM PROPERTY COMPANY LTD**

## **DIRECTORS' RESPONSIBILITIES STATEMENT FOR THE YEAR ENDED 31 MARCH 2020**

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The directors are responsible for preparing the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law, the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF RBWM PROPERTY COMPANY LTD

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## Opinion

We have audited the financial statements of RBWM Property Company Ltd (the 'company') for the year ended 31 March 2020, which comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Emphasis of matter – Valuation of investment property

We draw attention to note 8 of the financial statements which describes the valuation of investment properties stated at £3.39m (2018: £2.635m) in the statement of financial position. Note 8 indicates that the valuation of these investment properties may be adversely affected by the growing impact of the Covid-19 (Coronavirus) outbreak. Given the unpredictable nature and impact of the outbreak, and how rapidly the responses to the outbreak are changing, the directors are unable to predict the full extent of the impact with regards to the carrying value of the investment properties. The ultimate outcome of the matter cannot presently be determined, and no provision for any impairment of the value of the investment properties that may result has been made in the financial statements. Our opinion is not modified in respect of this matter.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF RBWM PROPERTY COMPANY LTD (CONTINUED)

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## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption from the requirement to prepare a strategic report or in preparing the directors' report.

## Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 2, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## Use of our report

This report is made solely to the company's member in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's member those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's member for our audit work, for this report, or for the opinions we have formed.

Jonathan Da Costa FCCA (Senior Statutory Auditor)  
For and on behalf of RSM UK Audit LLP, Statutory Auditor  
Chartered Accountants  
One London Square  
Cross Lanes  
Guildford  
Surrey, GU1 1UN

# RBWM PROPERTY COMPANY LTD

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2020

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	Notes	2020 £	2019 £
<b>Turnover</b>		1,338,717	846,689
Administrative expenses		(841,475)	(529,316)
<b>Operating profit</b>		497,242	317,373
Interest payable and similar expenses	5	(74,360)	(65,610)
Other gains and losses	6	(47,000)	-
<b>Profit before taxation</b>		375,882	251,763
Tax on profit	7	(90,774)	(44,777)
<b>Profit for the financial year</b>		285,108	206,986

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**RBWM PROPERTY COMPANY LTD****STATEMENT OF FINANCIAL POSITION****AS AT 31 MARCH 2020**

	Notes	2020		2019	
		£	£	£	£
<b>Fixed assets</b>					
Investment properties	8		3,390,000		2,635,000
<b>Current assets</b>					
Debtors	9	457,853		248,855	
Cash at bank and in hand		835,951		257,654	
		1,293,804		506,509	
<b>Creditors: amounts falling due within one year</b>	10	(706,861)		(87,611)	
<b>Net current assets</b>			586,943		418,898
<b>Total assets less current liabilities</b>			3,976,943		3,053,898
<b>Creditors: amounts falling due after more than one year</b>	11		(1,458,000)		(1,458,000)
<b>Provisions for liabilities</b>	12		(37,302)		(41,365)
<b>Net assets</b>			2,481,641		1,554,533
<b>Capital and reserves</b>					
Called up share capital	14		100		100
Revaluation reserve			261,635		308,635
Capital contribution reserve			1,887,000		1,085,000
Profit and loss reserves			332,906		160,798
<b>Total equity</b>			2,481,641		1,554,533

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the board of directors and authorised for issue on ..... and are signed on its behalf by:

.....  
B A Richardson  
**Director**

# RBWM PROPERTY COMPANY LTD

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2020

	Share capital	Revaluation reserve	Capital contribution reserve	Profit and loss reserves	Total
	£	£	£	£	£
<b>Balance at 1 April 2018</b>	100	308,635	1,085,000	28,812	1,422,547
<b>Year ended 31 March 2019:</b>					
Profit and total comprehensive income for the year	-	-	-	206,986	206,986
Dividends	-	-	-	(75,000)	(75,000)
Total comprehensive income for the year	-	-	-	131,986	131,986
<b>Balance at 31 March 2019</b>	100	308,635	1,085,000	160,798	1,554,533
<b>Year ended 31 March 2020:</b>					
Profit and total comprehensive income for the year	-	-	-	285,108	285,108
Dividends	-	-	-	(160,000)	(160,000)
Transfer of unrealised gains and losses	-	(47,000)	-	47,000	-
Total comprehensive income for the year	-	(47,000)	-	172,108	125,108
Transaction with owners in their capacity as owners:					
Capital contribution in the year	-	-	802,000	-	802,000
Total transactions with owners in their capacity as owners	-	-	802,000	-	802,000
<b>Balance at 31 March 2020</b>	100	261,635	1,887,000	332,906	2,481,641

# RBWM PROPERTY COMPANY LTD

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

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### 1 Accounting policies

#### Company information

RBWM Property Company Ltd is a private company limited by shares and is registered and incorporated in England and Wales. The registered office is Town Hall, St Ives Road, Maidenhead, Berkshire, SL6 1RF.

#### Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies' regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

With effect from 1 April 2019 the company has adopted the amendments to FRS 102 published in the Triennial Review 2017. There are no adjustments to the current or comparative period in relation to this amendment.

The financial statements are prepared in Sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include investment properties at fair value. The principal accounting policies adopted are set out below.

#### Going concern

The directors have obtained confirmation from Royal Borough of Windsor and Maidenhead that should the company require additional funding to meet liabilities as they fall due, then they will make such funding available.

Based on this support, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the period of 12 months from the date of signing the financial statements. Thus, the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

#### Turnover

Turnover is recognised at the fair value of the consideration received or receivable for services provided in the normal course of business, and is shown net of VAT and other sales related taxes.

Turnover represents rents, commissions receivable and other property related income which is recognised on an accruals basis. Turnover also comprises consultancy income which is recognised by reference to the stage of completion when the stage of completion, costs incurred and costs to complete can be estimated reliably. The stage of completion is calculated by comparing costs incurred, mainly in relation to staff costs chargeable to the contract and materials, as a proportion of total costs. Where the outcome cannot be estimated reliably, turnover is recognised only to the extent of the expenses recognised that are recoverable.

#### Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in profit or loss.

# RBWM PROPERTY COMPANY LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

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### 1 Accounting policies (Continued)

#### **Cash and cash equivalents**

Cash and cash equivalents are basic financial instruments and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### **Financial instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### **Basic financial assets**

Other financial assets, including trade investments, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

#### **Basic financial liabilities**

Basic financial liabilities, including trade and other creditors and loans from fellow group entities, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

#### **Equity instruments**

Equity instruments issued by the company are recorded at the fair value of proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the company.

#### **Taxation**

The tax expense represents the sum of the current tax expense and deferred tax expense. Current tax assets are recognised when tax paid exceeds the tax payable.

Current and deferred tax is charged or credited to profit or loss, except when it relates to items charged or credited to other comprehensive income or equity, when the tax follows the transaction or event it relates to and is also charged or credited to other comprehensive income, or equity.

Current tax assets and current tax liabilities and deferred tax assets and deferred tax liabilities are offset, if and only if, there is a legally enforceable right to set off the amounts and the entity intends either to settle on the net basis or to realise the asset and settle the liability simultaneously.

# RBWM PROPERTY COMPANY LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

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### 1 Accounting policies (Continued)

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled based on tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax liabilities are recognised in respect of all timing differences that exist at the reporting date. Timing differences are differences between taxable profits and total comprehensive income that arise from the inclusion of income and expenses in tax assessments in different periods from their recognition in the financial statements. Deferred tax assets are recognised only to the extent that it is probable that they will be recovered by the reversal of deferred tax liabilities or other future taxable profits.

#### **Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### **Retirement benefits**

For defined contribution schemes the amount charged to profit or loss is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

### 2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

#### *Valuation of investment properties*

A key accounting estimate in preparing these financial statements relates to the carrying value of the investment property which is stated at fair value. The company uses external professional valuations as a basis for determining the directors' estimation of the fair value of the investment property. However, the valuation of the investment property is inherently subjective, as it is made on the basis of valuation assumptions which may in future not prove to be accurate.

### 3 Employees

The average monthly number of persons, excluding directors, employed by the company during the year was 8 (2019 - 4).



# RBWM PROPERTY COMPANY LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

### 4 Directors' remuneration

	2020 £	2019 £
Remuneration paid to directors	166,979	163,705

The number of directors for whom retirement benefits are accruing under defined contribution schemes amounted to 1 (2019 - 1).

### 5 Interest payable and similar expenses

	2020 £	2019 £
Interest payable and similar expenses includes the following:		
Interest payable to group undertakings	74,360	65,610

### 6 Other gains and losses

	2020 £	2019 £
<b>Fair value gains/(losses)</b>		
Changes in the fair value of investment properties	(47,000)	-

### 7 Taxation

	2020 £	2019 £
<b>Current tax</b>		
UK corporation tax on profits for the current period	92,974	43,020
Adjustments in respect of prior periods	1,863	(536)
Total current tax	94,837	42,484
<b>Deferred tax</b>		
Origination and reversal of timing differences	(8,930)	2,293
Changes in tax rates	4,867	-
Total deferred tax	(4,063)	2,293
Total tax charge	90,774	44,777

# RBWM PROPERTY COMPANY LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

### 8 Investment property

	2020 £
<b>Fair value</b>	
At 1 April 2019	2,635,000
Additions	802,000
Revaluations	(47,000)
	<hr/>
At 31 March 2020	3,390,000
	<hr/> <hr/>

Investment properties include £2,580,000 (2019: £2,090,000) of freehold interests and £810,000 (2019: £545,000) of long leasehold interests. During the year, 2 investment properties with a total fair value of £802,000 were transferred to the company by the parent company for nil consideration. This has been treated as a capital contribution in the year.

The fair value of the investment properties has been arrived at on the basis of valuations carried out by Chartered Surveyors, who are not connected with the company. The valuations were made on an open market value basis by reference to market evidence of transaction prices for similar properties.

The professional valuer has drawn management's attention to the fact the ongoing Covid-19 outbreak introduces significant uncertainty in relation to the comparability of the market evidence used to determine the valuation. Management acknowledges the uncertainty but considers the valuation provided as an appropriate basis on which to determine the property's fair value at the date of reporting (management estimate).

### 9 Debtors

	2020 £	2019 £
<b>Amounts falling due within one year:</b>		
Trade debtors	394	204,372
Other debtors	457,459	44,483
	<hr/>	<hr/>
	457,853	248,855
	<hr/> <hr/>	<hr/> <hr/>

### 10 Creditors: amounts falling due within one year

	2020 £	2019 £
Corporation tax	92,979	43,020
Other creditors	613,882	44,591
	<hr/>	<hr/>
	706,861	87,611
	<hr/> <hr/>	<hr/> <hr/>

# RBWM PROPERTY COMPANY LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

### 11 Creditors: amounts falling due after more than one year

	2020 £	2019 £
Other creditors	1,458,000	1,458,000

The other creditor balance above is amounts due to group undertakings and incurs interest at a rate of 4.5%. It is secured against one of the company's investment properties which has a fair value of £1,500,000 as at 31 March 2020 (2019: £1,500,000).

### 12 Provisions for liabilities

	2020 £	2019 £
Deferred tax liabilities	13 37,302	41,365

### 13 Deferred taxation

The deferred tax liabilities and assets recognised by the company are:

	Liabilities 2020 £	Liabilities 2019 £
<b>Balances:</b>		
Revaluations	37,302	41,365
<b>Movements in the year:</b>		2020 £
Liability at 1 April 2019		41,365
Credit to profit or loss		(4,063)
Liability at 31 March 2020		37,302

# RBWM PROPERTY COMPANY LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

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<b>14 Called up share capital</b>	<b>2020</b>	<b>2019</b>
	£	£
<b>Ordinary share capital Issued and fully paid</b>		
100 ordinary shares of £1 each	100	100
	<u>          </u>	<u>          </u>

The reserves of the company represent the following:

*Profit and loss account*

The cumulative profit and loss net of distributions to owners.

*Revaluation reserve*

The cumulative revaluation gains and losses in respect of investment properties, net of deferred tax.

*Capital contribution reserve*

This reflects the net book value of investment properties transferred at nil cost from the company's parent entity.

### **15 Related party transactions**

The company has taken advantage of the exemptions provided by Section 33 of FRS 102 'Related Party Disclosures' and has not disclosed transactions entered into between two of more members of a group, provided that any subsidiary undertaking which is party to the transaction is wholly owned by a member of that group.

### **16 Control**

The company's ultimate controlling party is the Royal Borough of Windsor and Maidenhead Council.

**RBWM PROPERTY COMPANY LTD**  
**MANAGEMENT INFORMATION**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**THE FOLLOWING PAGES DO NOT FORM PART OF THE FINANCIAL STATEMENTS**

# RBWM PROPERTY COMPANY LTD

## DETAILED TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2020

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	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Turnover</b>		
Rent receivable as turnover income	151,920	133,927
Consultancy income	1,186,797	712,762
	<hr/>	<hr/>
	1,338,717	846,689
<b>Administrative expenses</b>	(841,475)	(529,316)
	<hr/>	<hr/>
<b>Operating profit</b>	497,242	317,373
<b>Interest payable and similar expenses</b>		
Interest payable to group companies	(74,360)	(65,610)
<b>Other gains and losses</b>		
Increase or decrease in fair value of investment property	(47,000)	-
	<hr/>	<hr/>
<b>Profit before taxation</b>	<u>375,882</u>	<u>251,763</u>

# RBWM PROPERTY COMPANY LTD

## SCHEDULE OF ADMINISTRATIVE EXPENSES FOR THE YEAR ENDED 31 MARCH 2020

---

	2020	2019
	£	£
<b>Administrative expenses</b>		
Wages and salaries	400,610	286,603
Social security costs	47,446	-
Staff training	102	-
Staff pension costs defined contribution	51,080	-
Other staff costs	3,369	4,626
Directors' remuneration	147,900	145,000
Directors' social security costs	19,219	-
Directors' pension costs - defined contribution scheme	19,079	18,705
Management charge	105,117	22,668
Rates	28	137
Power, light and heat	2,119	463
Property repairs and maintenance	11,179	12,175
Computer running costs	1,797	1,915
Postage, courier and delivery charges	88	-
Professional subscriptions	1,340	-
Legal and professional fees	3,013	554
Accountancy	3,950	3,330
Audit fees	13,125	12,470
Bank charges	217	259
Printing and stationery	4,875	1,732
Advertising	-	4,200
Telecommunications	3,546	3,161
Sundry expenses	2,276	11,318
	<hr/>	<hr/>
	841,475	529,316
	<hr/> <hr/>	<hr/> <hr/>





# CONTENTS

1. VISION AND VALUES
2. CHAIR'S UPDATE
3. FINANCIAL OVERVIEW
4. GOVERNANCE
5. RENTAL PORTFOLIO
6. REGENERATION AND JOINT VENTURES



# 1. VISION AND VALUES

## VISION

Our vision is to deliver a regeneration programme of residential and commercial assets for the borough with a focus on affordable housing.

## OUR VALUES

To support our vision, we have a set of values which confirm the behaviours important to us as an organisation and which are fundamental to our business. They reflect our history and our ambition. Our values define the way we work.



LOYALTY



PASSION



HONESTY



EFFICIENCY



RELIABILITY



DEPENDABILITY



OPTIMISM



POSITIVITY



COMMITMENT

## INTEGRITY & OPENNESS

### IN EVERYTHING WE DO

Working for RBWM Property Company means being inspired to achieve success and create exceptional opportunities; for our partners, our staff and our customers. We are an organisation with the utmost care for health, safety and environment for everyone who works for and with us. We carry a responsibility to listen, and it's this strength of ours that sets us apart and remains crucial to the ongoing success of our long-term partnerships.

We value honesty, openness and fairness and are focused on quality in everything we do. We have set high standards for the future to remain passionate and committed to every area of our work and will always remain accountable and responsible throughout our relationships.

## COLLABORATIVE

### WE ARE ONE TEAM

Enjoying what we do is fundamental! We champion enthusiasm and positivity to deliver on our vision. Our relationships have been essential to our success over the past 3 years. When you partner with us, you become part of Team Prop Co. Together we will achieve our shared ambitions.

## PERSONAL OWNERSHIP & RESPONSIBILITY AND FORWARD THINKING

We take the initiative to bring about positive results. This means not waiting for others to act, and caring about the outcome. It is being accountable for the results of our actions that are the of the highest quality and delivered in a timely manner. Taking ownership shows others that they can trust you to do the right thing.

We positively encourage ideas and innovation which enables us to inspire, pioneer and lead on new ways of working. We embrace solutions that challenge the status quo.

## CREATIVE & CUSTOMER FOCUSED WE ARE HERE FOR YOU

We are keen to do much more to meet local housing need while providing good services, building more homes and generating year-on-year growth. We want to delight customers by providing a consistently good service experience. To achieve these outcomes, we know our business must be fit and nimble. That's why we are also focussed on creating a strong growing business, with connected systems and efficient processes, that provides a great place to work.

# A MILESTONE YEAR



SAINT CLOUD WAY, ILLUSTRATIVE

## 2. CHAIR'S UPDATE

**2019-2020 was a very strong year for RBWM Property Company. It was our 3rd year as a company coordinating regeneration, development and property work for and on behalf of our shareholder, the Royal Borough of Windsor & Maidenhead, and I am very proud when I reflect back on what we have achieved.**



**RUSSELL O'KEEFE**  
CHAIR

Our financial performance in 2019-2020 was again very strong, with turnover up 58%. Exceeding our budget at the beginning of the year, pre-tax profitability increased by 49%.

2020-2021 is set to see continued growth, profitability increase and dividend increases for our shareholder. As we enter 2020, we do so with a strong balance sheet and the willingness, skills, and capacity to maximise new opportunities and address the challenges COVID 19 is and will continue to have to our operating environment.

The diverse development pipeline we are coordinating now comprises over 4,000 homes, which is made up of a combination of joint venture sites, enabling provision and our own affordable development programme, guided by a design-led placemaking approach.

Partnership working remains at the heart of our business and we will continue to work closely with our shareholder and their joint venture partners and a wide range of different stakeholders to deliver improved outcomes and maximise value for our shareholder.

We are, as always, extremely grateful for our most important asset, the hard work and commitment of our excellent staff and we remain committed to continuing to support and develop them

We have strengthened our board. Nick Young joined the board and specialises in the retail, leisure and mixed-use sectors and in particular advising developers, landlords, local authorities and occupiers with regard to development, leasing and asset management. Nick has lived in and around Maidenhead for the last 30 years.

We will continue to work closely with our shareholder to take forward their new asset management plan including identifying and assessing new opportunities to develop affordable homes and specialist accommodation to address their priorities for the Borough.

As we move into 2020-2021, we recognise that the COVID 19 will continue to have economic and social impacts on our operating environment for a long time to come.

However, we believe, with the skills and capacity of our excellent staff, our ability as a company to operate in an agile way combined with the strength of our supply chain and client relationships, alongside the continuing commitment from our shareholder, that RBWM Property Company is well positioned to find and take advantage of new opportunities, address key challenges and continue to provide excellent value for our shareholder.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'RO' followed by a stylized flourish.

Russell O'Keefe  
Chair

# 2019-2020 TRADING PERFORMANCE



### 3. FINANCIAL OVERVIEW



**BARBARA RICHARDSON (FRICS)**  
MANAGING DIRECTOR

Yet again, the business has performed very well in 2019-2020, delivering pre-tax profits of £376k. The RBWM Property Company is in a strong position, all of which has been achieved over the last 3 years.

#### 2019-2020 TRADING PERFORMANCE

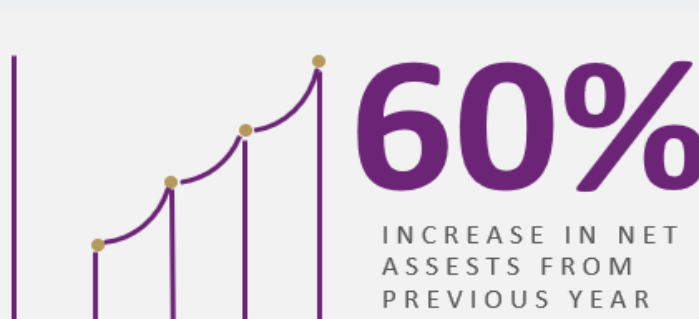
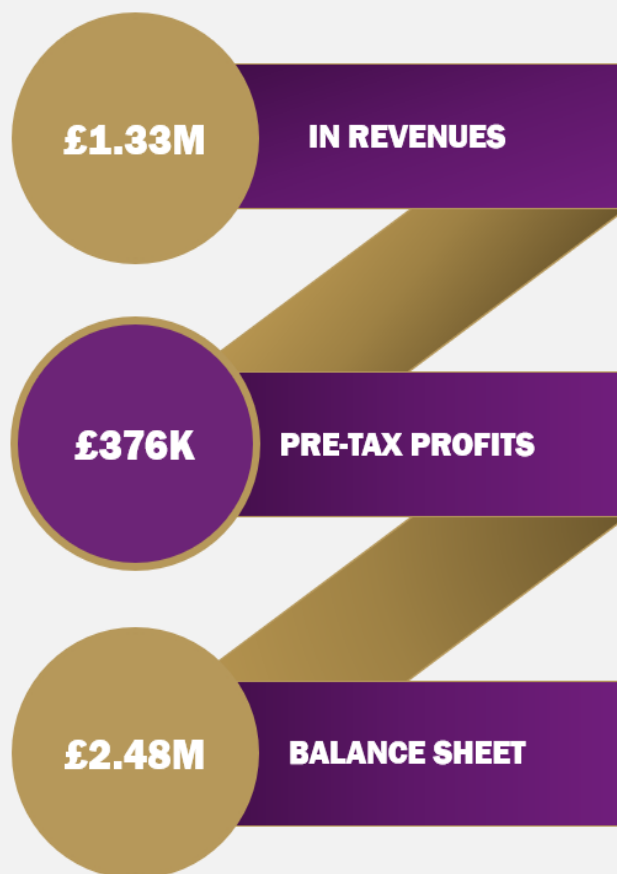
The turnover increased to record levels of £1.33m this year, an increase of 58% over the previous year. Pre-tax profits exceeded our budget for the year at £376k, which, reflects a strong performance in both rental income and consultancy income.

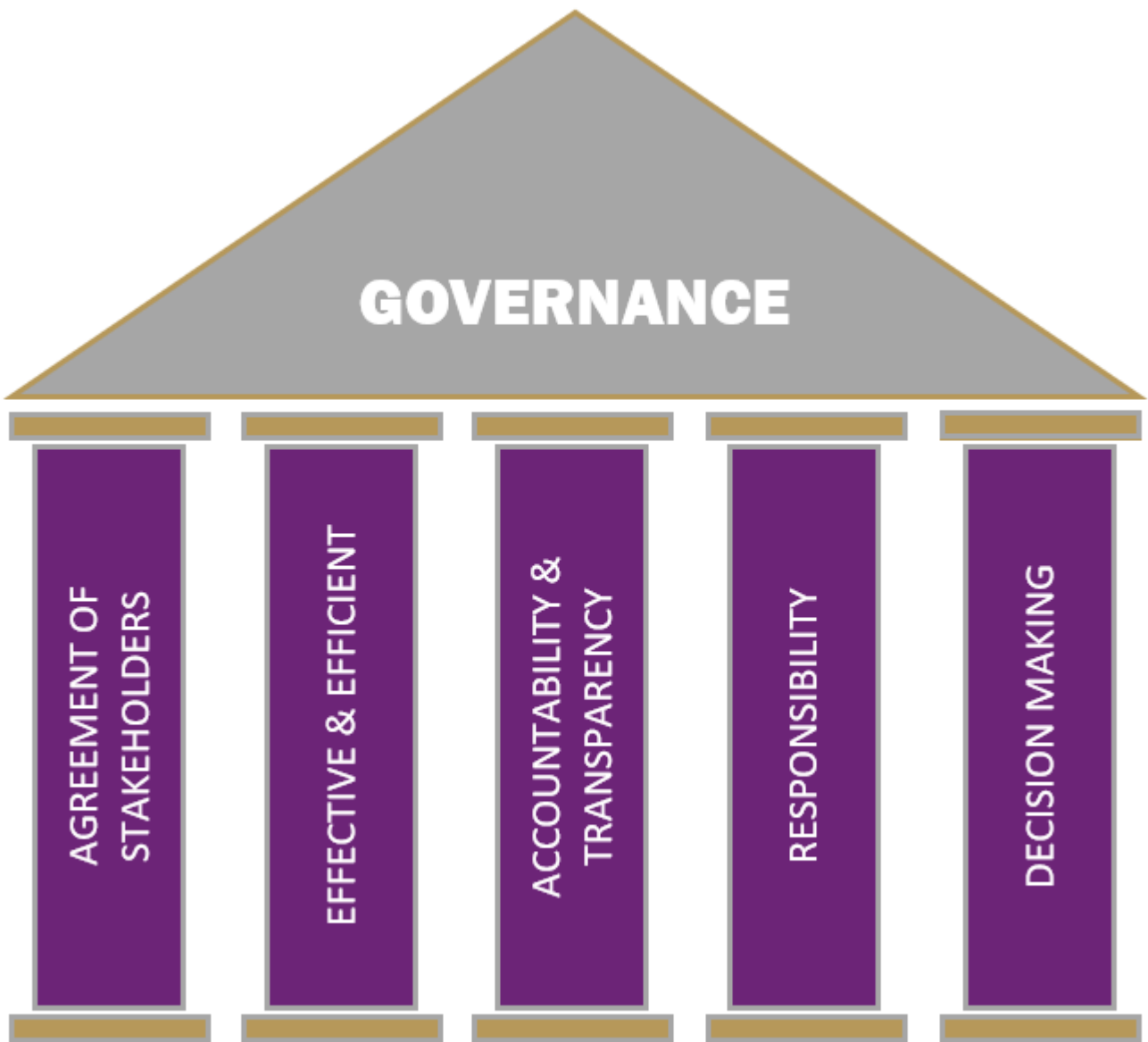
The favourable variance in Property consultancy fees of £141k is due to additional project management work undertaken in year, that was not envisaged at budget setting process.

As a result of the profitability of the company over the last few years, cash balances have grown and are £836k as at 31 March 2020.

Two new properties were added to the RBWM Property Company portfolio in year, in May & November 2019. These properties were made available at a sub market rent for keyworkers.

Thank you to everyone for helping us to deliver another strong year's performance.





## 4. GOVERNANCE

**While transparency reduces corruption, good governance goes beyond transparency in achieving openness. Openness means involving the stakeholders in decision-making process. Transparency is the right to information while openness is the right to participation**

The Board is comprised of five non-executive directors and one executive director, who hold voting rights when taking decisions, together with the benefit of two co-optees providing a wealth of local experience and expertise.

### BOARD & DECISION MAKING

The day-to-day operation of the company is the responsibility of the Managing Director with the Board being responsible with the Council as shareholder for taking decisions on behalf of the company where these are of a strategic nature. The extent of this decision-making is set out in the company's Articles of Association and / or a Shareholders Operating Protocol.

### MANAGING DIRECTOR

The Property Company is led by the Managing Director who brings their valuable experience to the board, manages the Company's staff and is responsible for delivering the day-to-day activities of the company in accordance with strategies and business plans agreed by the Board and its shareholder.

### COMPANY PROFILE & BUSINESS PLAN

The Property Company was incorporated in April 2011. The Business Plan 2019-2024 was ratified by the shareholder at Cabinet on 29 August 2019.

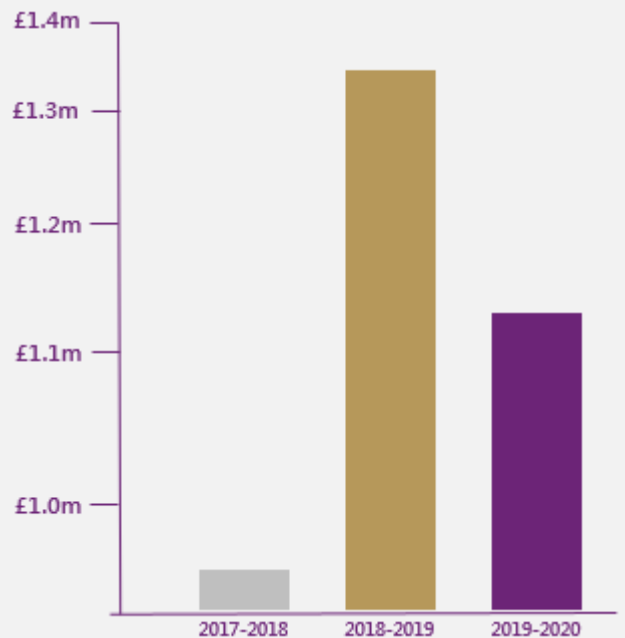
### VALUE FOR MONEY

The Property Company has been monitoring a value for money log that can demonstrate both savings in consultancy fees and increased capital receipts for the benefit of the shareholder. The team has delivered a saving of £1,154,900 during the period 2019-2020. This compares to £1,336,175 delivered in 2018-2019 and £109,000 delivered in 2017-2018. Since monitoring, the value achieved by the RBWM Property Company to the shareholder totals, £2,600,075.

## VALUE FOR MONEY SAVINGS EXCEEDING



# £2.6m+



### COVID-19

During March 2020, towards the end of the 2019-2020 reporting period relating to this Annual Governance Statement, the Shareholder was required to initiate an emergency response to the COVID-19 pandemic. As a direct result of this, changes to existing strategic and operational governance arrangements, along with some new governance arrangements have been deployed as part of our response. This has included special and robust measures to support proper decision making and continued accountability. Business Continuity Plans have been fully reviewed and updated this will be undertaken as a minimum on an annual basis. This has included a full review of IT requirements and recovery time objectives.

While managing this alongside business as usual activity, risk requires to be considered, addressed and reviewed continuously. An in-depth review of the corporate risk register was undertaken accordingly.



## 5. RENTAL PORTFOLIO

**Quality, affordable housing is a key element of a strong and secure borough. A strong economy causes an increase in the demand for housing; the increased demand for housing drives sales prices and rentals through the roof. The largest challenge that we face, is the ability to continue moving forward with a single mission: that is, to provide decent, safe, and affordable housing.**

The RBWM Property Company provides affordable housing options for people who live and work in the borough, with a priority focus on key workers who are not able to access housing through private rent or home ownership. In our rental portfolio, 77% of our tenants are keyworkers working in the borough, of which 15% work in Education, 15% in Health, 8% in Police, 23% in Public Service, 8% in Armed Forces and 8% in Social Services.

The need for properties based on age group between 25 – 34 years old is higher than those of over 55+ and 58% of our portfolio have rents set at either Affordable or Local Housing Allowance levels

Based on our gross income for our rental portfolio in 2019-2020, our expenditure on average was 20% to ensure our properties are well managed and maintained. By way of comparison, the sector for affordable housing typically spends 25-30% of gross rental income on management and maintenance costs, and the private sector 30-33%. Although our stock profile is currently relatively small, we can clearly demonstrate and benchmark value for money in this area.

Our Team continue to work towards ensuring that Properties are fully compliant in line with Legislative, Statutory and Regulatory requirements in respect of Property Compliance guaranteeing that we maintain a safety first approach.

Gas – 100% compliant  
There are currently no gas services outstanding.

Cyclical Electrical tests - 100% Compliant  
Next year's programme is being prepared ready for our Team to manage.

Legionella - 100% compliant  
100% of risk assessments have been completed.

Asbestos - 100% compliant.

Fire - 100% compliant  
All properties have a fire risk assessment ensuring 100% compliance.

EPC's - 100% compliant  
All properties have a rating of an D or above



**77%**

OF OUR TENANTS ARE KEYWORKERS



**£28.3k**

SPENT ON COMPLIANCE & REPAIRS



## 6. REGENERATION

# BESPOKE SOLUTIONS

The scale and breadth of our portfolio is expanding at pace as we work to deliver on our pipeline of exciting projects. Working closely with our Joint Venture partners, we pride ourselves on delivering quality, distinctive homes and developments through innovative design and use of superior materials to provide bespoke solutions for modern times.

Our forthcoming projects will range from contemporary town centre apartments to family houses that are at the forefront of modern sustainable construction. Instead of a standard product, new homes will be created based on sustainable principles with designs and layouts that will stand the test of time.



LIBRARY SQUARE, YORK ROAD, MAIDENHEAD, ILLUSTRATIVE VIEW

## 6. PIPELINE OF PROJECTS

### OVERVIEW

With affordable housing being a key element of our business plan, we have a healthy pipeline of projects within our Development programme. This will see delivery of new build properties and refurbishment or redevelopment of existing council assets to provide much needed affordable housing in the borough.

### OVERVIEW IN NUMBERS

4,275 HOMES OVER 14 SITES

2,664 MARKET SALE

1,269 AFFORDABLE HOMES

342 MARKET RENT

Throughout the last 3 years we have demonstrated the core skills to lead on regeneration projects. Along with our Joint Venture partners, we will support local communities by improving the environments in which they live, benefiting the local economy and providing opportunities to enhance quality of life.

New developments on surplus council owned infill sites will be 100% affordable housing and we are exploring a range of products designed to provide good returns on investment, both financial and social, delivering sustainable communities and a stepping-stone to home ownership.



# REIMAGINING PLACES FOR A BRIGHTER FUTURE



## BUILDING

## A BOROUGH FOR EVERYONE

## 7. JOINT VENTURES

# PARTNERING FOR SUCCESS

Creating successful, long-lasting partnership is key to our business.

We value the working relationships we form with our partners, based on trust and transparency through being open and honest. Our relationships are very important to us and we are invested in projects with our Joint Venture partners to ensure the provision of high quality new homes in the borough and to maintain and strengthen these relationships.

Countryside in partnership with the RBWM is delivering York Road, located in the centre heart of the town centre and one of Maidenhead's key regeneration sites

This scheme will see the creation of a mixed-use development including 229 new homes (38% of which are affordable) along with the strategic rejuvenation of the surrounding public realm. The rejuvenation of York Road, the area to the south of the High Street, includes £1m investment to improve and enhance existing buildings and the public realm, uniting areas of the town south of Maidenhead Library and creating new pedestrian-friendly and cycle connections from York Road to the Nicholsons Centre.

The development will provide significant investment to enhance the area's unique heritage and waterside setting, contributing towards its civic, commercial and leisure function, whilst improving its overall vibrancy. Phase 1 is well under way, with first occupancies expected in 2021.

The site is part of a Joint Venture Agreement between the Royal Borough of Windsor & Maidenhead and Countryside to develop four town centre sites in Maidenhead – York Road, St Cloud Way, West Street and Reform Road.





7. JOINT VENTURES CONT.

# A GENUINE PARTNERSHIP



Financial pressures on councils are creating a need to utilise resources more efficiently whilst still delivering their key objectives – not least enhancing their communities, creating attractive, safe and economically prosperous places, and meeting the urgent need for new housing.

Our business is based upon the principle of 'people and community first'. We have developed a proven model of genuine partnership with local authorities to help deliver their regeneration objectives whilst generating additional capital or revenue for councils to invest in other areas of their community.

Maidenhead has arrived at an exciting period of change as ambitious plans for regeneration become a reality and the council, together with its partners, looks to build a town for everyone.

The Royal Borough's joint venture partner for the Maidenhead Golf Course site is CALA Homes, whose business is based upon the principle of 'people and community first'. CALA Homes have developed a proven model of genuine partnership to help deliver regeneration objectives and investment in other areas of the community.

The site will deliver more than 2,000 homes, including 30% affordable, as well as a new primary and secondary school, public open space, community hub and supporting infrastructure

The golf course offers a highly sustainable location to provide housing in the borough with excellent transport links, including short walking distance to forthcoming Crossrail services at Maidenhead railway station and the wider town centre amenities.

CALA Homes are also working with the council over proposals to build 80 new properties at Ray Mill Road East, Maidenhead, comprising of 42 Private houses and 38 Affordable units.





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Report Title:	School Admission Arrangements and Co-ordinated Admissions Scheme 2022/23
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Carroll, Lead Member for Adult Social Care, Children Services, Health and Mental Health
Meeting and Date:	Cabinet - 26 November 2020
Responsible Officer(s):	Kevin McDaniel, Director of Children's Services
Wards affected:	All

www.rbwm.gov.uk



## REPORT SUMMARY

1. The Royal Borough of Windsor and Maidenhead is the admissions authority for community and voluntary controlled schools in the borough and sets the admissions arrangements for these schools. The School Admissions Code 2014 ("the Code") requires the borough to determine the arrangements for the academic year 2022/23 by 28 February 2021. There are no proposed changes to the admission arrangements from the current arrangements.
2. The Local Authority also has a statutory duty to formulate a scheme to coordinate admission arrangements for all publicly funded schools within their area for phase transfer, e.g. primary to secondary school, and publish it on the website by 1 January 2021. This report recommends a revision to the co-ordinated admissions scheme to introduce a deadline by which a late application must be received for consideration in the second round of allocations.
3. This report seeks approval to consult with other admission authorities and local authorities on the Royal Borough of Windsor and Maidenhead Co-ordinated Admissions Scheme, see Appendix B, including the proposed change. Following the consultation, it seeks delegation to Director of Children's Services, in consultation with the Lead Member, to approve the revised arrangements, having taken into account any views arising from the consultation.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Approves, and thereby determines, the RBWM Admission Arrangements for 2022/23 as set out at Appendix A.**
- ii) **Approves consultation on the RBWM Co-ordinated Admissions scheme for 2022/23 as set out at Appendix B.**
- iii) **Delegates authority to the Director of Children's Services in consultation with the Lead Member for Adult Social Care, Children**

**Services, Health and Mental Health to approve, and thereby determine, the RBWM Co-ordinated Admissions scheme for 2022/23 set out at Appendix B.**

## **2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED**

### **Options**

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
<p>Approve and thereby determine, the Admissions Arrangements for 2022/23 at Appendix A.</p> <p><b>This is the recommended option.</b></p>	<p>The admission arrangements will be determined within the statutory framework.</p>
<p>Do not approve the Admissions Arrangements for 2022/23.</p> <p>This is not recommended.</p>	<p>The local authority will be in breach of the statutory framework set out in the Code</p>
<p>Approve the recommendation to consult with other admissions authorities and local authorities as determined on the Co-ordinated Admissions Scheme 2022/23, including the proposed changes, at Appendix B.</p> <p><b>This is the recommended option.</b></p>	<p>The co-ordinated scheme will be determined within the statutory framework.</p>
<p>Do not approve the recommendation to consult on the Co-ordinated Admissions Scheme.</p> <p>This is not recommended.</p>	<p>The local authority will be in breach of the statutory framework set out in the Code.</p>
<p>Delegate authority to the Director of Children’s Services in consultation with the Lead Member, to approve the revised scheme arising from the consultation, and thereby determine, the co-ordinated scheme.</p> <p><b>This is the recommended option.</b></p>	<p>The co-ordinated scheme will be determined within the statutory framework.</p>
<p>Do not approve the recommendation to delegate authority to determine the co-ordinated scheme.</p> <p>This is not recommended.</p>	<p>Consultation and approval need to be completed by 1 January 2021 to determine the coordination scheme within the statutory framework.</p>

### **Admission arrangements 2022/23**

- 2.1 The Royal Borough of Windsor and Maidenhead is the admissions authority for all community and voluntary controlled schools in the borough and sets the admissions criteria for these schools. The borough has a duty to determine

the admission arrangements for the academic year 2022/23 by 28 February 2021.

- 2.2 Voluntary aided schools, academies and free schools are responsible for determining their own admission arrangements.
- 2.3 The admissions arrangements include the process for applying for a school place, including the criteria for allocating places if a school is over-subscribed.
- 2.4 In October 2020 the Department for Education (DfE) completed a consultation exercise on proposed changes to the Code which are scheduled to come into force in 2021. These proposals include giving priority in the oversubscription criteria to children who have been adopted from state care outside of England. It is the DfE's intention to publish non-statutory advice to help admission authorities implement this change, including further advice on how to determine eligibility.
- 2.5 Until this becomes a statutory requirement under the Code, RBWM will continue to consider individual cases under the existing social/medical criterion which gives successful applicants higher priority for a place at the school. This information will be included in the guidance for applying under this criterion provided to parents.
- 2.6 Therefore there are no proposed changes to the existing admission arrangements for 2022/23. This is subject to any future change required to comply with mandatory provisions set out in the revised Code when it comes into force in 2021.

#### **Co-ordinated admissions scheme**

- 2.7 The Royal Borough of Windsor and Maidenhead is required to formulate a scheme to co-ordinate admission arrangements for all publicly funded schools within their area. The scheme outlines the method for processing and co-ordinating applications for school places in the normal admissions round for first entry into school and transfer to secondary school. It covers applications from borough residents and from other authority residents for any state funded school located in the Royal Borough.
- 2.8 Where the scheme is substantially different from the scheme adopted for the previous year the local authority must consult the other admission authorities and any other local authorities it determines.
- 2.9 It is proposed that a deadline is introduced by which a late application must be received in order for it to be considered in the second round of allocations.
- 2.10 Table 2 provides a summary of the relevant dates for the processing of applications, including the proposed change.

**Table 2: Summary of the relevant dates for the processing of applications, including the proposed change**

	<b>Secondary</b>	<b>Primary</b>
National closing date	31 October 2021	15 January 2022
National offer day	1 March 2022	19 April 2022
Deadline for late application ahead of second round	15 March 2022	3 May 2022
Second round of allocations	4 April 2022	23 May 2022
Late applications received following second round deadline	As received until 31 August 2022	As received until 31 August 2022

- 2.11 Applications are considered as made on-time for the normal admission if they are received by the relevant national closing date. Applications received after these dates are considered late and are not processed until after the main round of allocations on the relevant national offer day. The local coordination scheme has designated dates for the second round of allocations.
- 2.12 The proposed change will make it clear to residents when a late application will be considered under the coordinated scheme. It will also allow the Admissions team to plan and prepare for the second round, including scheduling the exchange of data with other local authorities.
- 2.13 Any applications received after the proposed deadline will be processed in chronological order following the relevant second round of allocations.
- 2.14 The Code requires that the co-ordinated admissions scheme is determined and published on the RBWM website by 1 January 2021.

### 3. KEY IMPLICATIONS

**Table 3: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
The admission arrangements for 2022/23 are determined by 28 February 2021	1 March 2021	28 February 2021	N/A	N/A	28 February 2021
The co-ordinated admissions	2 January 2021	1 January 2021	N/A	N/A	1 January 2021

scheme for 2022/23 is determined by 1 January 2021					
--	--	--	--	--	--

#### 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no financial implications.

#### 5. LEGAL IMPLICATIONS

5.1 The Code is issued under Section 84 of the School Standards and Framework Act 1998. The purpose of the code is to ensure that all school places for maintained schools (excluding maintained special schools) and all academies are allocated and offered in an open and fair way. The council has the authority to determine the admission arrangements for community and voluntary-controlled schools under section 1.46 of the Code.

5.2 Regulations 26 to 32 and Schedule 2 of the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 cover the requirements of the co-ordinated admissions scheme.

#### 6. RISK MANAGEMENT

6.1 None.

#### 7. POTENTIAL IMPACTS

7.1 Equalities. Equality Impact Assessments are published on the [council's website](#).

7.2 Climate change/sustainability. No impact on climate change/sustainability.

7.3 Data Protection/GDPR. A draft Data Protection Impact Assessment is attached at Appendix C This is subject to ratification by the Achieving for Children Data Protection Officer.

7.4 There are no staffing/workforce or accommodation implications, and no property and assets implications, arising from the recommendations in this report.

#### 8. CONSULTATION

8.1 The borough is not required to consult on the admission arrangements where no significant changes have been proposed and the scheme has been consulted on within the last seven years. The last public consultation took place in the period December 2019 to January 2020.

8.2 The borough is required to consult with other admission authorities in the area and any local authorities it determines, where a significant change has been proposed to the coordination scheme. It is proposed that this consultation will take place during December 2020.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 4.

**Table 4: Implementation timetable**

Date	Details
1 January 2021	The statutory deadline for determining and publishing the co-ordinated admissions scheme for 2022/23.
28 February 2021	The statutory deadline for determining the admission arrangements for 2022/23.

## 10. APPENDICES

10.1 This report is supported by three appendices:

- Appendix A: Admission arrangements for Royal Borough of Windsor and Maidenhead community and voluntary controlled Schools for 2022/23.
- Appendix B: Co-ordinated admissions scheme for Royal Borough of the Windsor and Maidenhead maintained schools for 2022/23.
- Appendix C: Draft Data Protection Impact Assessment (pending ratification)

10.2 This report is supported by five background documents:

- [Equality Impact Assessment](#)
- [School Admissions Code, DfE December 2014](#)
- [School Standards and Framework Act 1998](#)
- [School Admissions \(Admission Arrangements and Co-ordination of Admissions Arrangements \(England\) Regulations 2012](#)
- [Changes to the School Admissions Code consultation document, DfE June 2020](#)

1.

## 11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Carroll	Lead Member for Adult Social Care, Children Services, Health and Mental Health	13.11.20	
Duncan Sharkey	Managing Director	13.11.20	
Russell O'Keefe	Director of Place	13.11.20	
Adele Taylor	Director of Resources/S151 Officer	13.11.20	
Kevin McDaniel	Director of Children's Services	13.11.20	13.11.20

Hilary Hall	Director Adults, Commissioning and Health	13.11.20	13.11.20
Andrew Vallance	Head of Finance	13.11.20	
Elaine Browne	Head of Law	13.11.20	16.11.20
Mary Severin	Monitoring Officer	13.11.20	16.11.20
Nikki Craig	Head of HR, Corporate Projects and IT	13.11.20	17.11.20
Louisa Dean	Communications	13.11.20	
Karen Shepherd	Head of Governance	13.11.20	16.11.20

## REPORT HISTORY

<b>Decision type:</b> Non-key decision	<b>Urgency item?</b> No	<b>To Follow item?</b> No
Report Author: Samantha Scott, Admissions Team Leader, 01628 683870		

# **Admission arrangements for Royal Borough of Windsor and Maidenhead community and voluntary controlled schools**

## **For September 2022 entry**

Determined on xx



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## **Introduction**

The Royal Borough of Windsor and Maidenhead is the admitting authority for community and voluntary controlled schools within the borough.

The Royal Borough of Windsor & Maidenhead deliver its school admissions service through Achieving for Children, a community interest company set up in partnership with the Royal Borough of Kingston and the London Borough of Richmond

This document sets out the local authority's admission arrangements for entry to schools in September 2022.

These arrangements comply with the School Admissions (Admission Arrangements and Coordination of Admission Arrangements) (England) (Amendment) Regulations 2014, the School Admissions Code 2014 and the School Admissions Appeals Code 2012.

### **Other admitting authorities within RBWM**

Voluntary aided schools, free schools and academies are their own admitting authorities and are required to publish their own proposals for consultation (if required) and determine their own admissions arrangements. Details of their proposals and/or determined arrangements should be obtained from each individual school.

Own admitting authority schools within RBWM are as follows:

Altwood CE Secondary	A	Holyport College	FS
Bisham CE Primary School	A	Knowl Hill Primary	A
Braywick Court School	FS	Lowbrook Academy	A
Burchetts Green Infants	A	Newlands Girls' School	A
Charters School	A	St Edmund Catholic	A
Cheapside CE Primary	VA	St Edwards Catholic First	VA
Churchmead CE Secondary	VA	St Edwards RF Middle	VA
Clewer Green CE	A	St Francis Catholic Primary	A
Cookham Dean CE Primary	VA	St Lukes Primary School	A
Cox Green	A	St Marys Catholic Primary	A
Datchet St Marys CE Primary	A	St Michaels CE Primary	VA
Dedworth Green First	A	St Peters CE Middle	A
Dedworth Middle	A	The Royal	VA
Desborough College	A	The Windsor Boys' School	A
Eton Porny CE First	A	Trevelyan Middle	A
Furze Platt Senior	A	Trinity St Stephen CE First	VA
Holy Trinity CE Primary (Sunningdale)	VA	White Waltham CE Academy	A
Holyport CE Primary	A	Windsor Girls' School	A

*A - Academy*

*Key: VA - Voluntary Aided school*

*FS - Free school*

Schools that become academies after 3 January 2021 must process applications in line with the arrangements published in this paper for admissions in September 2022. They will then be expected to determine their own arrangements for entry in September 2023.

## Section 1: Admission policy for primary age schools from 1 September 2022 (primary, first, infant and junior Schools)

- 1.1 These arrangements relate to the community (C) or voluntary controlled (VC) within the local authority.

Alexander First School	C	Homer First School	C
All Saints CE Junior School	VC	Kings Court First School	C
Alwyn Infant School	C	Larchfield Primary School	C
Boyne Hill CE Infant School	VC	Oakfield First School	C
Braywood CE First School	VC	Oldfield Primary School	C
Cookham Rise Primary School	C	Riverside Primary School	C
Courthouse Junior School	C	South Ascot Primary School	C
Eton Wick CE First School	VC	The Queen Anne CE First School	VC
Furze Platt Infant School	C	Waltham St Lawrence Primary School	C
Furze Platt Junior School	C	Wessex Primary School	C
Hilltop First School	C	Woodlands Park Primary School	C
Holy Trinity CE Primary School (Cookham)	VC	Wraysbury Primary School	C

- 1.2 The authority strives to allocate school places in a fair and transparent way. Every school has a published admission number (PAN), which is the number of pupils normally admitted to the entry year of the school. The numbers currently in force are given in section 6 of this document.
- 1.3 Where a school receives more applications than there are places available, applicants will be prioritised and places allocated according to the published oversubscription criteria set out at 1.19 and 1.20 below.

### Children with an Education, Health and Care (EHC) Plan

- 1.4 A child who is the subject of an EHC plan will be admitted to the school named in their plan. These children will be admitted to the named school even if it is full and are therefore outside the normal admission arrangements. As required by the Admissions Code however, these children will count as part of the school's PAN.

### Tiebreaker

- 1.5 If a school does not have places for all the children in a particular criterion, the borough prioritises those applicants who live closest to the school. The distance will be measured in a straight line from the address point of the pupil's house as determined by Ordnance Survey to the address point of the school using the local authority's GIS system. In the event that two or more children live at the same distance from the school then random allocation will be used to prioritise applicants where necessary. The names will be drawn and the whole process scrutinised by persons who are independent of the authority.

### Multiple births or children with birth dates in the same academic year

- 1.6 After the admission criteria have been applied, should applications for siblings whose birthdays are in the same academic year fall either side of a school's PAN

the authority will admit above the PAN in order to allocate all siblings to the same school.

### **Primary school entry point**

- 1.7 Pupils are eligible to commence full time education from the September following their 4<sup>th</sup> birthday. However, a child does not legally have to be in full time education until the term following their 5<sup>th</sup> birthday.
- 1.8 Parents who feel their children are not ready to begin school full time in the September following their 4<sup>th</sup> birthday have the option for their child to either:
- Start school later in the academic year, so long as the place allocated is taken up during the Reception academic year (unless section 1.38-1.42 applies) *and* no later than the start of the final term and / or the start of the term following the child's 5<sup>th</sup> birthday; or
  - Start school part time at any stage during the Reception academic year, so long as the child then attends the school full time from the start of term following their 5<sup>th</sup> birthday;
  - Start school directly in Year 1 if a child was born between 1 April and 31 August. Please note that an application for a Year 1 place can only be made from the start of the term prior to September entry, in line with the in-year process as detailed in section 6. For the avoidance of doubt, places for entry directly into Year 1 cannot be reserved from the preceding year, nor from an application for a reception place
- 1.9 It will be expected that parents will opt for their child to commence school at the start of one of three traditional terms (autumn, spring, summer). It is also expected that part time schooling offered will be either five mornings or five afternoons a week; a decision which will normally be made by the school.

### **Children educated outside of their chronological academic year group**

- 1.10 It is expected that children will be educated in the appropriate academic year group for their chronological age. In certain exceptional circumstances, children will be educated outside this year group. If this is the case, then applications should be made in the academic year prior to the required school transfer. Applications must be made on a paper CAF and cannot be made online.
- 1.11 The Admissions Code enables a parent to request that their child is admitted outside of their normal age group. For example, a parent may request that a summer-born child – born between 1 April and 31 August - is admitted into a reception class in the September following their fifth birthday instead of entering year 1.

- 1.12 Admission authorities are responsible for making the decision into which year group a child should be admitted but are required to make a decision based on the circumstances of the case. There is no statutory barrier to children being admitted outside their normal year group. An admitting authority will usually take the following factors into account when considering a parental request for a summer born child to be admitted into a reception class in the September following their fifth birthday:
- The needs of the child and the possible impact on the child of entering Year 1 without having first attended the reception class;
  - In the case of children born prematurely, the fact that the child may have naturally fallen into the lower age group if born on the expected date;
  - The social, emotional or physical development of the child;
  - Relevant research into the outcomes of summer-born and premature children.
- 1.13 For all requests for delayed entry into Reception, parents should make their application at the same time as those applying for normal Reception entry stating that they wish to enter reception a year later than normal for their child's age. Parents should discuss this as soon as possible with their preferred schools and the authority.
- 1.14 Parents do not have a right to appeal against entry into a specific year group. However, they may make a complaint to the local authority or to the school.

## **Appeals**

- 1.15 Appeals against a decision not to offer a place at a particular school should be lodged by the published closing date for the on time submission of appeals. This date will be published in the authority's composite prospectus and in the relevant offer letter.
- 1.16 Appellants are entitled to ten school days' notice of the appeal hearing date. The School Admission Appeals Code requires that appeals for on time applications are heard within 40 school days of the deadline for lodging appeals. Appeals for late applications are expected to be heard within 40 school days of the deadline for lodging appeals where possible or within 30 school days of the appeal being lodged. Appeals lodged by the closing date will be heard before the end of the summer term. Appeals lodged after the closing date will be heard as soon as possible. All aspects of appeals for voluntary aided schools, free schools and academies are the responsibility of the school governors. Appeal deadline dates may differ for own admission authority schools.

1.17 Other admitting authorities within the local authority's area are required to notify the local authority about the outcome of any appeals.

**1.18 Oversubscription criteria for admission into a primary or first school**

Once children with EHC plans have been allocated, remaining places will be allocated in the following descending order of priority:

1. Looked after children<sup>1</sup> or a child who was previously looked after. This category includes a looked after child or a child who was previously looked after but immediately after being in care became adopted<sup>2</sup> or subject to a child arrangements order<sup>3</sup> or special guardianship order<sup>4</sup>
2. Children with exceptional social or medical reasons for requiring the school (as explained in the section 5 of this document)
3. For junior schools only - Children attending a priority linked infant school (note 3)
4. Children who live in the 'designated area' of the school (note 1) and who have a sibling who attends this school (note 2)
5. Children who live in the 'designated area' of the school (note 1)
6. Children who have a sibling who attends the school (note 2)
7. Children of a member of staff (note 4)
8. For Voluntary Controlled schools only - Children whose parents choose the school on denominational grounds (as explained in section 5 of this document)
9. Children whose parents have any other reason for their preference

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<sup>1</sup> Looked after children are children who are (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989) at the time of making an application to a school.

<sup>2</sup> All children adopted from local authority care.

<sup>3</sup> Under the terms of the Children Act 1989.

<sup>4</sup> See Section 14A of the Children Act 1989 which defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).

## **Notes relating to oversubscription criteria for community and voluntary controlled primary age schools**

- 1.20 Note 1 – Designated Areas. Maps of the current designated areas may be viewed on the RBWM website, [www.rbwm.gov.uk](http://www.rbwm.gov.uk). Alternatively applicants can use the Neighbourhood View facility on the website for information on schools based on their address.
- 1.21 Note 2 – Sibling Criterion. A sibling would need to be attending the school at the time of admission of the child for whom a place is sought. The term ‘sibling’ includes a half or step child permanently living in the same family unit or a foster child permanently living in the same family unit whose place has been arranged by the social services department of a local authority. Sibling eligibility will flow from a foster child to other children of the family or from a child of the family to a foster child. In the case of Infant and Junior schools, attendance of a sibling at either the Infant or Junior school qualifies as a sibling for the linked school. Linked schools are described in criterion 6 of the oversubscription criteria.
- 1.22 Note 3 – Infant and Junior linked school priority. Furze Platt Junior is formally linked with Furze Platt Infant (Furze Platt Primary Federation); All Saints CE Junior is formally linked with Burchetts Green CE Infant and Boyne Hill CE Infant; Courthouse Junior is formally linked with Alwyn Infant.
- 1.23 Note 4 - Children of a member of staff. Priority will be given where the member of staff has a) been employed at the school for two or more years at the time at which the application for admission to the school is made, and/or b) the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage. A SIF must be completed and returned to the Local authority at the time of application.



## **Section 2: Admission policy for secondary age schools from 1 September 2022 (Secondary, Middle and Upper Schools)**

All secondary age school schools in RBWM are academies, voluntary aided or free schools, and responsible for their own admission policies. Please refer to the individual school for details of their admission arrangements.

### **Section 3: Admission policy for in-year entry for 2022/23 (Year Reception to Year 11)**

- 3.1 This policy refers to all applications made for children of statutory school age seeking entry to school outside of the normal admissions round.
- 3.2 Parents must apply directly to the admission authority for the school or schools of their preference. This is the local authority for community and voluntary controlled schools, and the schools themselves for voluntary aided schools, free schools and academies (own admission authority schools).
- 3.3 The relevant admission authority will make available a suitable form upon which an application may be made. The local authority will also make available a suitable form for own admission authority schools. Own admission authority schools may also require a supplementary information form (SIF) to be completed at the time of application.
- 3.4 Own admission authority schools are required to notify the authority of applications received and their outcome. This is to enable the authority to keep up to date figures of available school places in the area, and support applications where necessary. Admission authorities must inform parents of their right to appeal against refusal of a place.
- 3.5 Children who are the subject of a direction by the local authority to admit, or who are allocated to a school in accordance with the Fair Access Protocol, will take precedence over those on a waiting list.

#### **The application process for RBWM community and voluntary Controlled schools**

- 3.6 Applications should be made no earlier than one term prior to hopeful entry, based on the modern six term year. Applicants may state up to six preferences.
- 3.7 Applicants will be required to provide evidence of their child's date of birth if they have not previously made an application via the local authority. If the application is due to a house move, the applicant will need to provide evidence they are residing at the new address, such as a completion of sale document or a rental agreement. Further documents may be requested. Additional information will be required for applicants applying from abroad (e.g. entry visa and passport details) to verify right of abode.
- 3.8 Applications will be processed and, where vacancies exist, a place will be offered at the highest preferred school possible.
- 3.9 Entry will be deferred until the start of the next term, unless a child is without a school place or it is considered impractical to delay, in order to minimise the disruption to both the child's education and that of other children.
- 3.10 If a place is not available at a preferred school, and no higher preferred school has been offered, then parents will be informed of their right of appeal. The child will

automatically be placed on the preferred school(s) waiting list which will be prioritised in line with the over-subscription criteria as published in section 1.5 of the admission arrangements.

- 3.11 Where no school place is available at a preferred school, and a child is currently without a school place within a reasonable distance, then the authority will, as a minimum, inform applicants of the availability of places at alternative schools and how they may apply. Where possible, the authority will offer a school alternative school place at the next nearest community or voluntary controlled school with a vacancy. A referral may be made under the Fair Access Protocol, available on the RBWM website.
- 3.12 The Admissions Code allows admission authorities to admit above the published admission number (PAN) in-year. Community and voluntary controlled schools must not do so save by specific request or direction of the authority. Voluntary aided schools, free schools and academies are expected to notify the local authority if they do so.

## **Section 4: Admission policy for sixth form entry in September 2021**

- 4.1 All RBWM schools with sixth forms are academies, voluntary aided or free schools, and are responsible for sixth form admissions. The Local Authority has no jurisdiction over sixth form admissions.

## Section 5: Further Information

### Social or medical criterion

- 5.1 The authority will consider an application in this category only where the child, or his or her parent or guardian, can demonstrate a wholly exceptional medical or social requirement for attendance at the preferred school. It is expected that places will be given under this category in no more than a small number of instances in a year, if at all.
- 5.2 To apply under this criterion, the parent or guardian must send a covering letter to support the application. It must explain the reasons for requiring a place under this criterion, why the preferred school is significantly more suitable than any other school for their child, and the difficulties likely to be caused by not attending it. Such difficulties must be so exceptional as to be extremely rare in the population. The reasons may be associated with the child or with the family.
- 5.3 Supporting evidence must be included from a suitably qualified professional person associated with the child or the family, such as a consultant, a general practitioner, psychiatrist or a senior social worker. Evidence from members of the family, friends or a child minder will not normally be acceptable. All evidence must be on headed writing paper. Any evidence must be provided at the expense of the parent. The parent must give permission to the local authority to make such enquiries as it thinks necessary to investigate the matter further.
- 5.4 All schools are able to work with special educational needs and are expected to accommodate severe medical needs. The authority is unlikely to accept that one school is more suitable than another on these grounds. Such difficulties as child care arrangements or the need to drop off/collect children at more than one school are unlikely to be acceptable without accompanying exceptional medical or social reasons.
- 5.5 Applications lacking external objective evidence will be rejected under this category. Any rejected application will then be considered under the next highest appropriate category to the child. Applicants are strongly advised to name other schools within the permitted number of preferences.
- 5.6 Applicants seeking to rely on these grounds must provide the necessary evidence by the closing date for applications. This will allow time for the authority to obtain additional evidence if necessary. It may not be possible to consider applications under this criterion after the closing date, even where a family has subsequently moved into the area.
- 5.7 The strength of applications will be considered by two or more officers individually and then together, referring to another officer where disagreement exists. The officers assessing the strength of an application will have knowledge of the admissions process and the School Admissions Code. The officers must consider the application as objectively as possible, and will note collectively their reasons for any rejection of the application under this criterion. Applicants are advised that

because of the possible subjectivity of applications and decisions, the evidence that is presented must be as full and objective as possible, and that the threshold of acceptance will be exceptionally high.

- 5.8 There will be no right of appeal to officers against refusal of a decision in this category, but all parents will have the usual right of appeal to an independent appeal panel after allocations of places have been published.

### **Looked after children and previously looked after children**

- 5.9 When an application outside of the normal admissions round or in-year application is received to admit a looked after child or a child who was previously looked after<sup>1</sup>, the authority will place the child in the school of the parent's preference (including the corporate parent) unless:

- that school is unsuitable to the child's age, ability or aptitude or to his or her special educational needs; or
- the attendance of the child would be incompatible with the provision of efficient education for the children with whom he or she would be educated or the efficient use of resources; or
- the child has previously been permanently excluded from the preferred school; or
- other exceptional circumstances exists rendering the school unsuitable.

- 5.10 The local authority has the power to direct a school to admit a looked after child where Key Stage 1 classes are already at the maximum size<sup>2</sup> to comply with the infant class size legislation.

### **Denominational criterion**

- 5.11 For voluntary controlled schools, the published admissions criteria provide priority to those applying under denominational grounds. Where applicants believe they should be considered under this criterion they must complete a Supplementary Information Form (SIF) if making an online application or the relevant section of the paper Common Application Form.

- 5.12 To be considered under this criterion, at least one of the parents/carers of the child concerned must regularly attend a church that is part of the group of Churches Together in England, Scotland, Wales or Northern Ireland. This group includes the following types of church: Church of England, all the protestant nonconformist churches (e.g. Baptist, Methodist, United Reformed) and Roman Catholic. Attendance does not include services of marriage, funerals or christenings (except for the christening of the child seeking entrance to the particular school).

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<sup>1</sup> A looked after child or a child who was previously looked after but immediately after this became subject to an adoption, child arrangements, or special guardianship order.

<sup>2</sup> Looked after children are excepted pupils outside of the normal admissions round under the School Admissions (Infant Class Sizes) (England) Regulations 2012.

- 5.13 It will be necessary for the form to be signed by their local clergy for verification before the form is submitted.
- 5.14 In the event of there being more applicants than places available in this category, RBWM's standard tiebreakers will be applied.
- 5.15 A copy of the wording of the paper common application form is provided below.

<b>CONFIRMATION OF CHURCH ATTENDANCE</b>			
I confirm that I am the parent /carer of the applicant and have significant involvement with a church on a frequent basis. I understand that 'frequent' is defined as at least twice a month for at least 8 months of the year prior to the published closing date for school admissions of 15 January 2022.			
Signed:		Print Name:	
To the vicar/priest/minister: Can you confirm that, to the best of your knowledge, the applicant's statement is true?		YES	NO
Signed:		Print Name:	
Church:			
Date:			

## Section 6: Published admission numbers of community and voluntary controlled schools

School Name	2016	2017	2018	2019	2020	2021	2022
Alexander First School	30	30	30	30	30	30	30
All Saints CE Junior School	90	90	90	90	90	90	90
Alwyn Infant and Nursery School	101	101	90	90	90	90	90
Boyne Hill CE Infant and Nursery School	60	60	60	60	60	60	60
Braywood CE First School	30	30	30	30	30	30	30
Cookham Rise Primary School	30	30	30	30	30	30	30
Courthouse Junior School	105	105	105	105	105	90	90
Eton Wick CE First School	30	30	30	30	30	30	30
Furze Platt Infant School	90	90	90	90	90	90	90
Furze Platt Junior School	90	90	90	90	90	90	90
Hilltop First School	45	45	45	45	45	45	45
Holy Trinity CE Primary School, Cookham	30	30	30	30	30	30	30
Homer First School	60	45	45	45	45	45	45
Kings Court First School	45	45	45	45	45	45	45
Larchfield Primary and Nursery School	30	30	30	30	30	30	30
Oakfield First School	60	60	60	60	60	60	60
Oldfield Primary School	60	60	60	60	60	60	60
Riverside Primary School	60	60	60	60	60	60	60
South Ascot Village Primary School	30	30	30	30	30	30	30
The Queen Anne Royal Free CE Controlled First School	30	30	30	30	30	30	30
Waltham St Lawrence Primary School	19	19	19	22	22	22	22
Wessex Primary School	60	60	60	60	60	60	60
Woodlands Park Primary School	30	30	30	30	30	30	30
Wraysbury Primary School	60	60	60	60	60	60	60



## Section 7: Definitions and explanations

**Admission Authority** – this is the authority responsible for setting and managing admission arrangements for a particular school. Specific types of schools are managed by different admitting authorities, although all are bound by the local authority's co-ordinated admission scheme. These different schools are detailed below:

Community schools – the local authority is the admission authority for these schools.

Voluntary Controlled schools – these are generally faith schools for which the local authority is the admission authority.

Voluntary Aided schools – these schools are faith schools, managed by the Church of England or Catholic diocese, for which the governing body is the admission authority. All the Voluntary Aided schools are bound by the co-ordinated admissions scheme.

Academies and Free Schools – these are schools whose running and capital costs are met by the DfE for which the governing body is the admission authority.

**Published Admission Number (PAN)** – this is the maximum number of pupils that a school is required to admit into each Year group. The number is agreed as part of a school's admission arrangements and is commonly determined with regard to a Net Capacity Assessment (calculated using instructions from the Department for Education (DfE) based on the space available and use of resources). Schools must admit up to their PAN. The PAN for Free schools and Academies is set by the Department for Education.

**Admission Criteria** – the rules used to prioritise the order in which children are offered school places.

**Appeals** – a parent's opportunity to ask for an independent panel to consider the admission authority's decision not to offer the child a place at the desired school.

**Common Application Form (CAF)** – this is the form used by applicants to apply for school places via their home authority.

**Designated Area** – sometimes know as the 'catchment area', this is a distinct geographical area that is served by a school. Admissions criteria often give certain priority to applicants living within a school's designated area, although this is never a guarantee of a school place.

**Education, Health and Care Plans** - An education, health and care plan is for children and young people who have special educational needs and disabilities and where an assessment of education, health and social care needs has been agreed by a multi-agency group of professionals. It is available from birth to age 25.

**Home Address** – this is a child's habitual residence and must be the address where you live with your child, unless you can prove that your child lives elsewhere with someone who has legal care and control of your child. We expect a child's home address to be a residential property that is the child's only or main residence, not an address at which your child may sometimes stay or sleep due to your domestic arrangements. The property

must be owned, leased or rented by the child's parent/s or the person with legal care and control of the child. Additionally, a child's home address is where he or she spends most of the school week unless this is accommodation at a boarding school.

**Joint Custody Arrangements** – Where the child is subject to a child arrangements order and that order stipulates that the child will live with one parent/carer more than the other, the address to be used will be the one where the child is expected to live for the majority of the time. For other children, the address to be used will be the address where the child lives the majority of the time. Where the child lives equally with both parents and carers at different addresses the authority will consider all available evidence the parent or carer provides in order to confirm which address the authority will use to process the application, for example:

- any legal documentation confirming residence
- where the child spends the majority of the school week
- the pattern of the residence
- the period of time over which the current arrangement has been in place
- confirmation from the previous school of the primary contact details and home address provided to them by the parents
- where the child is registered with their GP
- any other evidence the parents may supply to verify the position

**Local Authority (LA)** – if you live in the Royal Borough of Windsor & Maidenhead we are your 'home local authority'. If you live somewhere else, then the county or borough you live in is your 'home authority'. References in this paper to 'the local authority' or 'the authority' will be taken to mean the local authority of the Royal Borough of Windsor and Maidenhead unless otherwise specified.

**Oversubscribed** – when there are more applications than places, the school is said to be oversubscribed.

**Parent** – this is defined in law (the Education Act 1996) as *either* any person who has 'parental responsibility' (as defined in the Children Act 1989) for the child or young person, *or* any person who has care of the child or young person.

**Preference** – this is a school to which a parent/carer wishes to send their child. Parents can not choose the school their child attends but can indicate their preference. The authority must offer a place at the highest preferred school possible once the admissions criteria have been applied.

**Service Families** – where Service families and the families of other Crown servants are due to be posted to an area admitting authorities must treat such families as resident in the area when processing any application assuming appropriate evidence has been provided which may include notification of posting in the form of an official letter from the MOD, FCO or GCHQ.

**Sibling** – children are considered siblings if they have brothers or sisters living in the same family unit at the same address, and for whom the applicant has parental responsibility. The term includes a half or step child permanently living in the same family unit or a foster child permanently living in the same family unit whose place has been

arranged by the social services department of a local authority. Sibling eligibility will flow from a foster child to other children of the family or from a child of the family to a foster child.

**Supplementary Information Form (SIF)** – a SIF is required by some own admission authority schools in order to collect additional information not provided on the common application form. This is to enable them to assess applicants against the published admission criteria.

# **Co-ordinated admissions scheme for Royal Borough of Windsor and Maidenhead publicly- funded schools**

## **For September 2022 entry**

Determined on xx

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## Section 1: RBWM co-ordinated scheme (2022/23 academic year)

- 1.1 The RBWM co-ordinated admission scheme establishes the method for processing and co-ordinating applications for school places in the normal admissions round and ensures that parents complete an application form via their home authority, irrespective of where their preferred schools are located, and receive only one offer of a school place via their home local authority.
- 1.2 The scheme complies with the School Admissions (Admission Arrangements and Coordination of Admission Arrangements) (England) (Amendment) Regulations 2014 and the School Admissions Code 2014.
- 1.3 Table 1 sets out the normal applicable birth date range for children eligible to transfer school in September 2022.

Table 1

Academic year of entry	Applicable birth date range *	School type
Primary age schools		
Year Reception entry	01/09/2017 – 31/08/2018	Primary, First or Infant school
Year 3 entry	01/09/2014 – 31/08/2015	Junior school
Secondary age schools		
Year 5 entry	01/09/2012– 31/08/2013	Middle school
Year 7 entry	01/09/2010 – 31/08/2011	Secondary school
Year 9 entry	01/09/2008 – 31/08/2009	Upper school
* Children taught outside of their chronological age range may need to apply at alternative times.		

- 1.4 Admitting authorities for voluntary aided schools, free schools and academies within RBWM are expected to agree to this scheme and abide by the principles of it, with the exception of free schools who may, if necessary, be outside the co-ordinated process for the first year they open.
- 1.5 The scheme will be implemented in line with the timetables set out on page 10.
- 1.6 This scheme does not cover applications outside of the coordinated admissions round. These are considered as in-year admissions.

### Guidance information

- 1.7 The authority actively provides guidance information to residents, targeting those who are due to apply for school places during the normal admissions round. Residents are identified using data from local schools. Neighbouring Authorities also provide, and are supplied with, lists of pupils attending a 'non-home authority' school in order that potential applicants can be identified. The relevant webpages provide comprehensive information on the application process and timeline.

- 1.8 A separate composite prospectus, which provides information on the admissions process, is published each year for both admissions to primary age schools and secondary age schools. These are available online and in hard copy on request.

### **Application process**

- 1.9 The application process for RBWM residents opens on the following dates:

Primary Age Schools      11 November 2021  
Secondary Age Schools    9 September 2021

Applications are made online, with a paper Common Application Form (CAF) available if it is not possible to make an online application. Applications must be submitted to a resident's home local authority; applications from residents living in another authority will be discarded. Where both an online and a paper application are submitted, the application dated most recently will take precedence.

- 1.10 Applications invite parents to express up to six preferences for schools. Parents must list any school to which they wish to apply within these six preferences which are relevant to the transfer group for which they are applying. This includes any state school within England, not just those within RBWM. However this does not include independent schools. Legislation requires local authorities to run an equal weighting system meaning that all preferences must be considered independently of one another. The rank of a school in the preference list has no bearing on the priority with which applicants are awarded places. Priority can only be determined using the relevant published admission criteria for a school. Only when multiple offers of school places can be made will the order of preference be taken into account to ensure applicants receive one offer of the highest preferred school possible.

- 1.11 Completed applications must be submitted to the local authority by the following national closing dates:

Primary Age Schools      15 January 2022  
Secondary Age Schools    31 October 2021

- 1.12 It is inevitable that not all applicants requiring a school transfer will be able to submit an application by the national closing date. In exceptional circumstances, where evidence is provided to show that factors outside the applicants control mean the application could not have been made by the closing date, the authority will consider late submissions as 'on time' if they are received by the following extended deadline dates:

Primary Age Schools      31 January 2022  
Secondary Age Schools    15 November 2021

Applications with no exceptional reason for applying after the closing date, or received after the extended deadline date, will be considered as late applications.

- 1.13 Any Supplementary Information Form (SIF) required as part of the application process should be completed and returned to the relevant admitting authority by the published closing date. These forms will contain only the additional information required by an admitting authority to determine an applicant's admission criterion. These forms can be obtained from the relevant school.
- 1.14 Where separated parents or carers of a child each submit a separate application for different schools the processing of these applications may be severely delayed. Parents or carers should attempt to resolve matters between themselves and inform the authority in writing which application should be processed. It is not appropriate for the authority to become involved in private disputes and both applications will be withdrawn until an agreement can be reached on a specific issue order is obtained from the court.

### **Allocation process**

- 1.15 Following the relevant closing date, application forms will be processed and co-ordination of preferences will commence. Local authorities within England will exchange data highlighting residents applying for out of authority schools.
- 1.16 When this data has been exchanged, the local authority will provide other admitting authorities within RBWM with a list of applicants who have listed their school as a preference. Admitting authorities will assess pupils in line with their published admissions policy and will return the list to the local authority in rank order. The local authority will assess those applicants listing schools for which RBWM is the admitting authority or where an own admission authority school has made the decision to buy back admissions validation as a traded service.
- 1.17 Local authorities within England will exchange data confirming whether places at local schools can be offered or not to residents who live outside of their authority.
- 1.18 The home local authority will consider all preferences with an equal weighting and will provide one offer of a school place. Where it is possible to offer places at multiple preferred schools, only one offer will be made, which will be for the school ranked highest in the parent's preference list.
- 1.19 Where it has not been possible to offer a place at a preferred school, the authority will, where possible, offer residents a place at an alternative school. The authority will aim to offer a place at the nearest school with a vacancy. The nearest school will be measured in a straight line from the home address. This process will only occur once places have been allocated to applicants who listed those schools on their application. Where a school is identified as the alternative school for more pupils than there are places available, then the published oversubscription criteria will be applied in order to determine priority.



- 1.20 The deadlines the authority will be working to with regards to each stage of the allocation process are defined in table 2.

Table 2

	Secondary age Schools	Primary age Schools
Exchange preference data with other LA's	26/11/2021	14/02/2022
Provide preference lists to other admitting authorities within RBWM	15/12/2021	25/02/2022
Receive ranked lists from other admitting authorities within RBWM	10/01/2022	18/03/2022
Exchange offer data with other LA's	24/01/2022 to 11/02/2022	23/03/2022 to 01/04/2022
Finalise Allocations	18/02/2022	08/04/2022
National Offer Date	01/03/2022	19/04/2022

### National offer date

- 1.21 Applicants who made applications on time will be notified of the outcome of their application on the following offer dates:

Secondary Age Schools    1 March 2022  
 Primary Age Schools        19 April 2022

Applicants who made an e-application can log into their account on Offer Day to see the outcome of their application. They will also receive an automated email detailing the next steps to accept or refuse the offer, and request to be added to any waiting list. Applicants who applied using the paper common application form will be sent a letter with the outcome of their application, via email where possible, or by first class post. This will be posted on the respective offer date.

- 1.22 In the case of voluntary aided schools, free schools and academies the offer is made by RBWM on behalf of the governing body. For schools outside the authority, offers are made on behalf of the relevant admitting authority.
- 1.23 Shortly after offer day, all schools within the local authority will be sent details of the children allocated places at their school.
- 1.24 For those not offered a preferred school, the letter will confirm the reasons why the application was unsuccessful. It will also advise applicants of their right of appeal and to whom this appeal should be addressed.
- 1.25 Parents/carers will be asked to respond to the offer of a school place and indicate if they wish to accept or decline the place offered. Responses must be made to RBWM via the authority's website, by email or by post by the following dates:

Secondary Age Schools    15 March 2022  
 Primary Age Schools        3 May 2022

Applicants will be automatically added to the waiting list for higher schools than the one offered and will be advised to notify the Admissions team in writing if they do not want their child to be included on the waiting list. Waiting lists for oversubscribed schools are operated by the admitting authority. Applicants are prioritised according to the schools published oversubscription criteria and each added child will require the list to be ranked again in line with the published oversubscription criteria. For RBWM community and voluntary controlled schools, the authority will maintain waiting lists until 31 August in the academic year of entry.

- 1.26 In line with the Admissions Code, failure to accept the place could result in the offer of a school place being withdrawn. If a place is refused, the parent/carer must inform the 'home' authority which school the child will be attending, or how they intend to educate their child.

## **Late applications and late changes of preferences**

- 1.27 Any application or change of preference received after the national closing date, or the extended deadline date for those applicants who have an exceptional reason for not applying on time, will be considered as late. The online application system closes on the relevant national deadline date and any application after this time must be made on a paper application form.
- 1.28 Details of late applicants for schools outside of the local authority will be forwarded to relevant admitting authorities as soon as they are received. It will be for that admitting authority to process these in line within their published co-ordinated scheme.
- 1.29 Late applications for schools within RBWM will be added to the waiting list(s) in order of the oversubscription criteria, following the first round of allocations and before further offers are made.
- 1.30 Only late applications received by the following dates will be considered in the second round. Applications received after the relevant date will be processed after the second round of allocations is complete.

Secondary Age Schools	15 March 2022
Primary Age Schools	3 May 2022

- 1.31 The dates for the second round of allocations are as follows:

Secondary Age Schools	4 April 2022
Primary Age Schools	23 May 2022

- 1.32 The home local authority will write to the applicant informing them of the outcome following the further offer of places. As with on-time applications, parents/carers will be asked to respond to the offer of a school place to indicate if they wish to accept or decline the place offered. Responses must be made by email or by post no later than the date stipulated in their offer letter. Late applicants will automatically remain on the waiting list for any higher preferred school(s) for which a place was not allocated.
- 1.33 Late applications are always considered and every effort will be made to allocate a place at the preferred school. Where it is not possible to offer a place at a preferred school, the local authority will, where possible, offer residents a place the nearest school with a vacancy as measured in a straight line from the home address.

## **Further offer of places**

- 1.34 Following receipt of parental responses and the addition of late applications, the authority will re-allocate places to pupils on waiting lists where places have been declined and vacancies exist (the beginning of April for secondary applications, and the end of May for primary applications). Vacancies exist when the number of pupils allocated at a school drops below the published admission number.

Academies, voluntary-aided and free schools who have not bought back into the RBWM validation service are responsible for allocating places from the waiting list, but the offer must be communicated to the applicant via the local authority to ensure that only one valid offer is held at any given time.

- 1.35 When an offer for a higher preferred school is made from the waiting list, any previous offer at a lower ranked preference will be automatically withdrawn.
- 1.36 The co-ordinated admissions scheme closes on the 31 August prior to pupils commencing schools in September. Any application which is made after this date will be considered as an 'in-year' application and should be made in line with the in-year admissions process.

## Co-ordination timetable for September 2022 entry

Table 3

<b>Primary, first, infant and junior school admissions</b>	
<b>Date</b>	<b>Action</b>
October 2021	Guidance information on the admissions process will be sent out to RBWM early years settings, children centres, GP surgeries and libraries. Parents with children currently in an infant school setting will be contacted via the school.
11 November 2021	Online system opens for primary, junior and first school applications
17 January 2022	Closing date for applications
31 January 2022	Extended deadline date for exceptional applications which were received after the closing date
14 February 2022	Information exchanged with other local authorities
25 February 2022	Information provided to other RBWM admitting authorities (voluntary aided schools, free schools and academies)
18 March 2022	Other RBWM admitting authorities to advise LA of application rankings
1 April 2022	Finish co-ordination with other local authorities
19 April 2022	National Offer Day Advise schools of initial allocations
20 April 2022	Processing of late applications begins
3 May 2022	Parents accept or decline offers Deadline for late applications to be considered in the second round
23 May 2022	Second round - offer letter to late applications received by 3 May 2022, allocations from the waiting list for all applicants
To be confirmed	Deadline for appeals to be heard in the main round
Summer Term 2022	LA to advise schools of final allocation details Schools to send out registration forms. Appeals are heard
<b>Secondary, middle and upper school admissions</b>	
<b>Date</b>	<b>Action</b>
September 2021	Admission into Secondary School booklet published online. Information letters sent out to parents via schools
9 September 2021	Online system opens for secondary, middle and upper applications
31 October 2021	Closing date for applications
15 November 2021	Extended deadline date for exceptional applications which received after the closing date
26 November 2021	Information exchanged with other local authorities
15 December 2021	Information provided to other RBWM admitting authorities (voluntary aided schools, free schools and academies)
10 January 2022	Other RBWM admitting authorities to advise LA of application rankings
11 February 2022	Finish co-ordination with other local authorities
1 March 2022	National Offer Day Advise schools of initial allocations
2 March 2022	Processing of late applications begins
15 March 2022	Deadline for parents to accept or decline offers Deadline for late applications to be considered in the second round
5 April 2022	Second round - offer letter to late applications received by 15 March 2022, allocations from the waiting list for all applicants
To be confirmed	Deadline for appeals to be heard in the main round
Summer Term 2022	LA to advise schools of final allocation details Schools to send out registration forms. Appeals are heard

## Section 2: Published admission numbers of schools

Table 4

School Name	2016	2017	2018	2019	2020	2021	2022		
Alexander First School	30	30	30	30	30	30	30		
All Saints CE Junior School	90	90	90	90	90	90	90		
Altwood CE Secondary School	150	150	150	150	150	150	150		
Alwyn Infant and Nursery School	101	101	90	90	90	90	90		
Bisham CE Primary School	16	30	30	30	30	30	30		
Boyne Hill CE Infant and Nursery School	60	60	60	60	60	60	60		
Braywick Court School	30	30	30	30	30	30	30		
Braywood CE First School	30	30	30	30	30	30	30		
Burchetts Green CE Infants School	20	25	25	25	25	25	25		
Charters School	240	270	270	270	270	270	270		
Cheapside CE Primary School	16	30	30	30	30	30	30		
Churchmead School	140	140	110	110	110	110	110		
Clewer Green CE School	60	60	60	60	60	60	60		
Cookham Dean CE Primary School	27	27	27	27	27	27	28		
Cookham Rise Primary School	30	30	30	30	30	30	30		
Courthouse Junior School	105	105	105	105	105	90	90		
Cox Green School	176	206	206	206	206	206	210		
Datchet St Mary's Academy	30	30	30	30	30	30	30		
Dedworth Green First School	30	30	30	30	30	30	30		
Dedworth Middle School	120	150	180	180	180	180	180		
Desborough College	189	189	189	189	189	189	189		
Eton Porny CE First School	30	30	30	30	30	30	30		
Eton Wick CE First School	30	30	30	30	30	30	30		
Furze Platt Infant School	90	90	90	90	90	90	90		
Furze Platt Junior School	90	90	90	90	90	90	90		
Furze Platt Senior School	193	223	223	223	253	253	253		
Hilltop First School	45	45	45	45	45	45	45		
Holy Trinity CE Primary School, Cookham	30	30	30	30	30	30	30		
Holy Trinity CE Primary School, Sunningdale	30	30	30	30	30	30	30		
Holyport CE Primary School	60	60	60	60	30	30	30		
Holyport College	Year 7 entry	Day places	26	26	26	26	52	52	52
		Boarding places	18	18	18	18	18	18	18
	Year 9 entry	Day places	26	26	26	26	26	26	0
		Boarding places	18	18	18	18	18	18	18
Homer First School	60	45	45	45	45	45	45		
Kings Court First School	45	45	45	45	45	45	45		
Knowl Hill CE Primary School	30	30	30	30	30	30	30		
Larchfield Primary and Nursery School	30	30	30	30	30	30	30		
Lowbrook Academy	30	30	30	30	30	30	30		
Newlands Girls School	186	192	192	192	192	192	192		
Oakfield First School	60	60	60	60	60	60	60		
Oldfield Primary School	60	60	60	60	60	60	60		
Riverside Primary School	60	60	60	60	60	60	60		
South Ascot Village Primary School	30	30	30	30	30	30	30		
St Edmund Campion Catholic Primary School	60	60	60	60	60	60	60		
St Edward's Catholic First School	60	60	60	60	60	60	60		
St Edward's Royal Free Ecumenical Middle School	120	120	120	120	120	120	120		
St Francis Catholic Primary School	30	30	30	30	30	30	30		

St Luke's CE Primary School	45	45	45	45	45	45	45
St Mary's Catholic Primary School	45	45	45	45	45	45	45
St Michael's CE Primary School	30	30	30	30	60	60	60
St Peter's CE Middle School	60	60	60	60	60	90	60
The Queen Anne Royal Free CE Controlled First School	30	30	30	30	30	30	30
The Royal (Crown Aided) School	20	20	20	20	20	20	20
The Windsor Boys' School	230	260	260	260	260	260	260
Trevelyan Middle School	150	150	150	150	150	150	150
Trinity St Stephen CE Aided First School	30	30	30	30	30	30	30
Waltham St Lawrence Primary School	19	19	19	22	22	22	22
Wessex Primary School	60	60	60	60	60	60	60
White Waltham Academy	30	30	30	30	30	30	30
Windsor Girls' School	178	208	208	208	208	208	208
Woodlands Park Primary School	30	30	30	30	30	30	30
Wraysbury Primary School	60	60	60	60	60	60	60

## Section 7: Definitions and explanations

**Admission Authority** – this is the authority responsible for setting and managing admission arrangements for a particular school. Specific types of schools are managed by different admitting authorities, although all are bound by the local authority's co-ordinated admission scheme. These different schools are detailed below:

Community schools – the local authority is the admission authority for these schools.

Voluntary controlled schools – these are generally faith schools for which the local authority is the admission authority.

Voluntary aided schools – these schools are faith schools, managed by the Church of England or Catholic diocese, for which the governing body is the admission authority.

Academies and free Schools – these are schools whose running and capital costs are met by the DfE for which the governing body is the admission authority.

**Admission criteria** – the rules used to prioritise the order in which children are offered school places.

**Appeals** – a parent's opportunity to ask for an independent panel to consider the admission authority's decision not to offer the child a place at the desired school.

**Common Application Form (CAF)** – this is the form used by applicants to apply for school places via their home authority.

**Local Authority (LA)** – if you live in the Royal Borough of Windsor & Maidenhead we are your 'home local authority'. If you live somewhere else, then the county or borough you live in is your 'home authority'. References in this paper to 'the local authority' or 'the authority' will be taken to mean the local authority of the Royal Borough of Windsor and Maidenhead unless otherwise specified.

**Normal admissions round** - The period during which parents are invited to express a minimum of three preferences for a place at any state-funded school, in rank order on the common application form provided by their home local authority. This period usually follows publication of the local authority composite prospectus on 12 September, with the deadlines for parental applications of 31 October (for secondary places) and 15 January (for primary places), and subsequent offers made to parents on the respective National Offer Day

**Oversubscribed** – when there are more applications than places, the school is said to be oversubscribed.

**Parent** – this is defined in law (the Education Act 1996) as *either* any person who has 'parental responsibility' (as defined in the Children Act 1989) for the child or young person, *or* any person who has care of the child or young person.



**Preference** – this is a school to which a parent/carer wishes to send their child. Parents cannot choose the school their child attends but can indicate their preference. The authority must offer a place at the highest preferred school possible once the admissions criteria have been applied.

**Published Admission Number (PAN)** – this is the maximum number of pupils that a school is required to admit into each Year group. The number is agreed as part of a school's admission arrangements and is commonly determined with regard to a Net Capacity Assessment (calculated using instructions from the Department for Education (DfE) based on the space available and use of resources). Schools must admit up to their PAN. The PAN for free schools and academies is set by the Department for Education.

**Supplementary Information Form (SIF)** – a SIF is required by some own admission authority schools in order to collect additional information not provided on the common application form. This is to enable them to assess applicants against the published admission criteria.

## DATA PROTECTION IMPACT ASSESSMENT

### Project Details

<b>Name of Project/ Initiative</b>
Annual determination of the Admission Arrangements and Coordinated Scheme for the academic year 2022/23
<b>Brief Summary of Project</b> <i>(describe background to the project, the intended outcome and nature of the relationship with the individuals whose data is being collected. Include supporting documentation)</i>
The Royal Borough of Windsor and Maidenhead have a statutory duty to determine the coordinated admission scheme and annual admission arrangements for community and voluntary controlled schools for entry in September 2022 by the end of February 2021.
<b>Estimated Start Date of Processing</b>
1 September 2021
<b>Name of Project Lead/Sponsor</b>
Samantha Scott

### Details of Person Conducting DPIA

<b>Name</b>
Samantha Scott
<b>Position</b>
Admissions Team Leader
<b>Contact Details (Email &amp; Telephone)</b>
<a href="mailto:samantha.scott@achievingforchildren.org.uk">samantha.scott@achievingforchildren.org.uk</a> 01628 683870

Schematic data flow for school admissions data

**Step 1. Identify the need for a DPIA**

Does your project involve any of the following (Tick all that apply)

The collection of new information about individuals	✓
Compelling individuals to provide information about themselves	✓
The disclosure of information about individuals to organisations or people who have not previously had routine access to the information	✓
The use of existing information about individuals for a purpose it is not currently used	✓
Contacting individuals in ways which they may find intrusive	
Making changes to the way personal information is obtained, recorded, transmitted, deleted or held	
The use of profiling, automated decision making, or special category data to make significant decisions about people (e.g. their access to a service, opportunity or benefit)	
The processing of special category data or criminal offence data on a large scale	
Systematically monitoring a publicly accessible place on a large scale i.e. CCTV	
The use of new technology, systems or business processes	
Carrying out profiling on a large scale	
Processing biometric or genetic data	
Combining, comparing or matching data from multiple sources	✓
Processing personal data without providing a privacy notice directly to the individual	
Processing personal data in a way which involves tracking individuals' online or offline location or behaviour	
Processing children's personal data for profiling or automated decision making or for marketing purposes, or offer online services directly to them	
Processing personal data which could result in a risk of physical harm in the event of a security breach	

If you answered "yes" to any of these, please proceed to Step 2.

If none of the screening questions apply, please tick the box below and return the form to the Data Protection Officer at [dpo@achievingforchildren.org.uk](mailto:dpo@achievingforchildren.org.uk)

**None of the screening statements in Step 1 apply to the project, and I have determined that it**

<b>is not necessary to conduct a Data Protection Impact Assessment</b>	
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## Step 2: Describe the processing

### The nature of the processing

#### What is the source of the data?

Residents complete a common application form to apply for a school place; data provided by other authorities relating to their residents who have a preference for a RBWM school.

#### How will you collect the data?

RBWM resident data will be collected via a secure admissions portal (96%), a web form on the AfC website (3%) or a paper form which is either scanned and sent to the team by email (1%). Data is exchanged with other authorities via the secure Department for Education S2S service.

#### How will you use, store and delete the data?

Data is stored on Capita ONE database on a secure server. Any supplementary information is held in the AFC Google drive. Data is deleted once a child is no longer of compulsory school age.

#### Will you be sharing the data with anyone?

Schools and other local authorities for admission purposes; Department for Education preference return; social care and partner agencies for safeguarding purposes; RBWM Council Tax team where fraud is suspected.

#### Data Flow diagram

See attached

### Describe the scope of the processing

#### What is the nature of the data? Detail the type of personal data being processed (e.g. name, NHS Number, OB)

Child - name, date of birth, gender, address, current school  
Parent - name, address, contact number, email address

#### Does it include special category or criminal data? (e.g. racial or ethnic origin, health info, religious or philosophical beliefs, genetic, biometric data etc)

No

#### How much data will you be collecting and using?

Approx 4000 applications

#### How often will the data be collected and used?

Once a year

Schematic data flow for school admissions data

<b>How many individuals are affected?</b>
Approx 8000 (child and parent)
<b>What geographical area does it cover?</b>
RBWM plus any residents in other local authorities across England & Wales with a preference for a RBWM school
<b>Describe the context of the processing</b>
<b>What is the nature of the relationship with the individuals whose data is being collected? i.e. carers, pupils etc.</b>
Rising 5s and children of compulsory school age
<b>How much control will they have over their personal data?</b>
Full control via applicant request
<b>Would they reasonably expect AfC to use their data in this way?</b>
Yes
<b>Do they include children or other vulnerable groups?</b>
Yes - children
<b>Are you aware of any prior concerns over this type of processing or security flaws?</b>
No
<b>Does it involve any innovative or new technology, or is the processing unique or unusual?</b>
Secure server provided by the Department for Education. Similar exercise being performed in every borough across England & Wales
<b>What is the current state of technology in this area?</b>
Current version installed
<b>Are there any current issues of public concern that should be considered?</b>
No
<b>Describe the purposes of the processing</b>
<b>What do you want to achieve?</b>
To meet the statutory duty to provide a place for all children of compulsory school age
<b>What is the intended effect on the individuals?</b>
To provide a school place
<b>What are the benefits of the processing for AfC and broadly?</b>
To meet the statutory duty on behalf of the local authority.

Schematic data flow for school admissions data

**Step 3: Consultation Process** (*Consider how to consult with relevant stakeholders*)

**Describe when and how you will seek individuals' views – or justify why it's not appropriate to do so**

Information and process regulated under the School Admissions Code 2014. Any changes to the proposed Admission Arrangements are subject to mandatory public consultation for a minimum of six weeks (not applicable for the arrangements for the academic year 2022/23)

**Who else do you need to involve within AfC? i.e. Business Systems, Information Governance**

Applications Support Team (RBWM)

**Do you plan to consult information security experts, or any other experts?**

No

**Step 4: Assess necessity and proportionality (describe compliance and proportionality measures)**

<b>What is your lawful basis for processing? Please choose one of the following ?</b>	
The data subject has given consent	
The processing is necessary for the performance of a contract to which the data subject is party or in order to take steps at the request of the data subject prior to entering into a contract	
The processing is necessary for compliance with a legal obligation to which AfC is subject	
The processing is necessary in order to protect the vital interests of the data subject or of another natural person;	
The processing is necessary for the performance of a task carried out in the public interest or in the exercises of official authority vested in AfC	✓
<b>Does the processing actually achieve your purpose?</b>	
Yes	
<b>Is there another way to achieve the same outcome?</b>	
No	
<b>How will you prevent function creep? (function creep is where data collected for one purpose is used for another purpose over time?)</b>	

Schematic data flow for school admissions data

Data will only be shared with other bodies responsible for auditing or administering public funds, for safeguarding purposes or in order to prevent and detect fraud or crime
<b>How will you ensure data quality and data minimisation?</b> <i>(We should only use the minimum amount of personal data possible to achieve the purpose of the processing)</i>
We only collect the minimum data required to fulfil the statutory duty. Each application is manually checked by admission officers.
<b>What information will you give individuals about the processing?</b>
The admission arrangements and coordinated scheme are available on the website, comprehensive guide available to applicants, privacy notice forms part of the application and requires a positive act for agreement.
<b>How will you help support their rights?</b> <i>(data subject rights include the right of access, rectification, erasure, portability and restriction of processing)</i>
In accordance with AfC data protection processes.
<b>What measures do you take to ensure processors comply with the GDPR, and assist AfC in supporting individuals in exercising their rights?</b>
Annual GDPR training and adhering to AfC policies regarding personal data
<b>How do you safeguard any international transfers of personal data?</b>
Not applicable

**Step 5: Identify and assess the privacy risks** *(The aim is compile a comprehensive list of all privacy risks associated the project, whether or not the risks require action)*

Privacy risk log							
Risk ID	Description of Risk	Impact on project	Likelihood 1=v.low 5= v.high	Impact 1= negligible 5= critical	Overall RISK (likelihood x impact)	Mitigation/Action	Status
1	Inappropriate access to system (e.g. sharing passwords, accessing information with no business needs, RBWM secure server breached by third party)	Potential for data breach	1	4	4	Not sharing passwords Applicants logon details not accessible to team limiting access to those only with business need	Active

Schematic data flow for school admissions data

						RBWM have procedures in place to secure server	
2	Security beach e.g. information disclosed inappropriately or sent to wrong person	Potential for data breach	1	3	3	Annual GDPR training cross-checking of accuracy of recipient	Active
3	Paper application mislaid in Town Hall ahead of scanning (no more than 1% of applications are received on a physical form)	Potential for data breach	1	3	3	Facilitate online applications as much as possible Robust procedures for handling physical post Shred hard copy of application as soon as possible Locked cabinets to secure paper applications	Active
3	DfE S2S service unavailable	Exchange of data via email	2	5	10	Data exchange only via secure email service	Active
4	Exchange of information with schools via different webmail platforms	Potential for data breach	1	5	5	Data exchange only via secure email service	Active

**Step 6: Sign Off**

*In cases where the impact of a risk identified at Step 5 is assessed to be either severe or critical and the likelihood is assessed to be either likely or very likely and the risks remain at this level after the implementation of controls, the Data Protection Officer must be consult the Information Commissioner's Office*

Item	Name/Date	Notes
DPO advice provided by:		DPO should advise on compliance and whether processing can proceed



Schematic data flow for school admissions data

**Summary of DPO Advice:**

**DPO advice accepted or overruled  
(Name & Job title)**

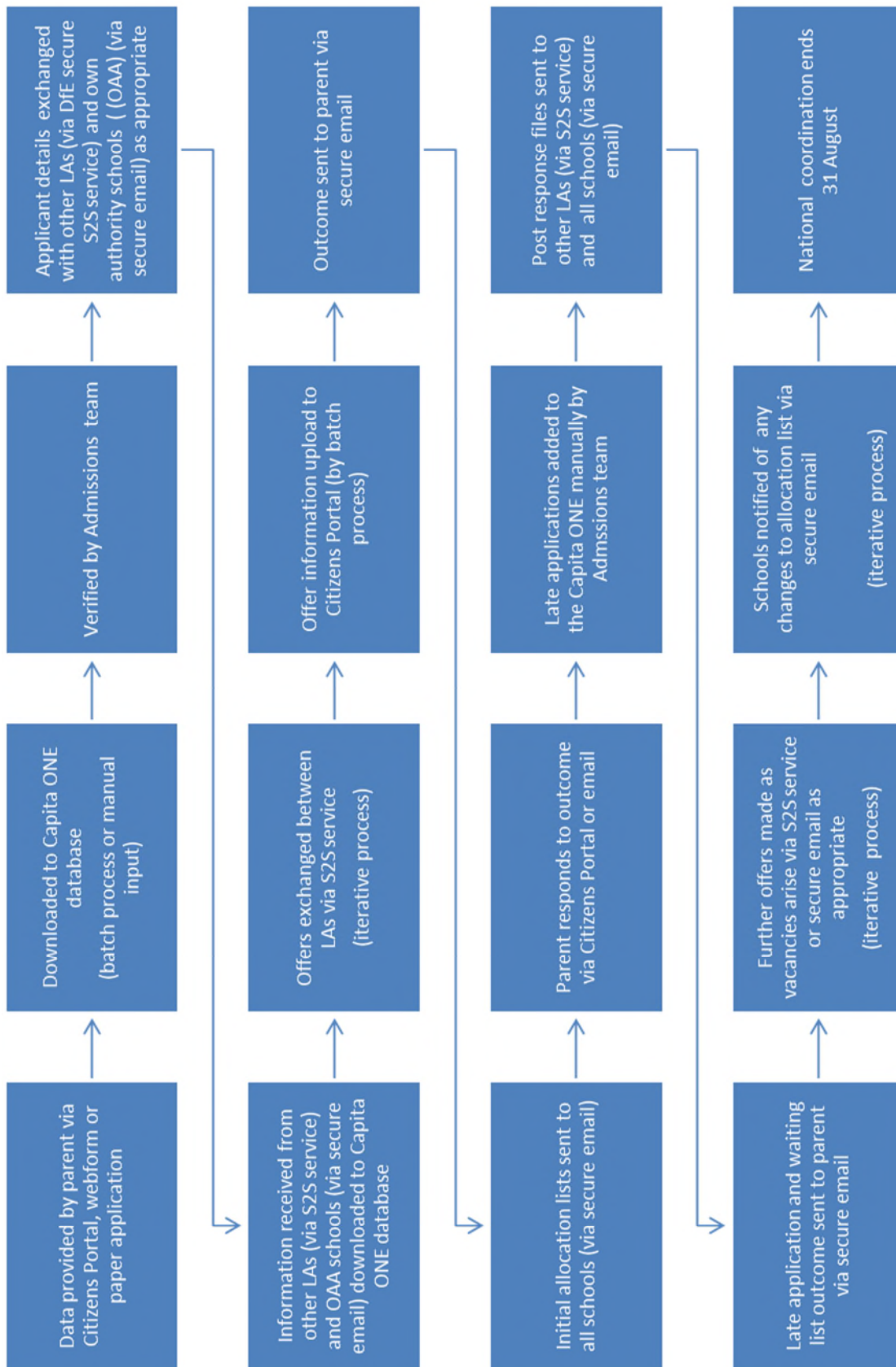
**If overruled you must explain your  
reasons**

**Comments:**

**IG Board rectification/ approval date:**

**Comments:**

Schematic data flow for school admissions data



Report Title:	<b>MUFC – Request for Relocation</b>
Contains Confidential or Exempt Information?	Main Report: No – Part I. Appendices: Yes - Part II – <b>Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</b>
Member reporting:	Councillor Johnson Leader of the Council & Lead Member for Business, Economic Development & Property.
Meeting and Date:	Cabinet -26 <sup>th</sup> November 2020
Responsible Officer(s):	Russell O’Keefe – Executive Director Place
Wards affected:	All

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## REPORT SUMMARY

1. The Council approved at Cabinet on 19<sup>th</sup> December 2019, the request for relocation of Maidenhead United Football Club, subject to an s.123 report, to confirm valuation for the land known as Braywick Park.
2. This site was identified as the most suitable relocation for MUFC based on the collective sports and leisure focus for this area.
3. The site identified is appropriate in terms of size and location to secure the future of the club in Maidenhead, and ensure that the club has the appropriate facilities to progress through the football league.
4. The Council and MUFC want to ensure that the retention of the club and the facilities that they provided are beneficial and accessible to all residents of the borough.
5. MUFC has worked hard to engage with local stakeholders and to ensure that wider sports needs are taken into account. Further consultation will be essential as part of a future planning process.
6. The costs for the delivery of the new facilities would have to be fully met from the redevelopment of the existing stadium.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) Approves the release of land identified at appendix B, subject to planning for £460,000 as recommended in the s.123 report.
- ii) Delegates authority to Executive Director of Place, to undertake the statutory procedure required under Section 123(2A) of the Local Government Act 1972 as required and negotiate draft agreement for lease, for 999 years at a peppercorn rent.

## 2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

### Options

**Table 1: Options arising from this report**

Option	Comments
Release the land identified at appendix B at Braywick to enable the relocation of MUFC. <b>This is the recommended option</b>	This would enable the delivery of a brand new football stadium, with additional sports facilities for the benefit of all residents in the borough.

Option	Comments
Do not release the land in favour of MUFC.	MUFC will struggle to continue with its existing facilities, which will not be suitable for future advancement in the football league, or be able to bring forward much needed sports facilities to a wide range of groups in the location community.

- 2.1 The football club has for many years been an important part of the fabric of Maidenhead Town Centre and in recent years has developed and grown significantly. Key achievements include;
- The men’s first team has been promoted to the National League (5<sup>th</sup> tier of English football).
  - Average match day attending increasing from 303 in the 2013/2014 season to over 1,500 in 2018/19 season.
  - The women’s team playing in the FA Women’s Premier Leagues South West League.
  - The expansion of the amateur football provision, with the club now having over 500 playing members with a further 42 junior, Academy & Waling Football teams, catering for all ages and abilities.
  - The establishment of the Magpies in the Community programme through which over 2,500 children, young people and adults are regularly participating in a range of sports, health and wellbeing focussed activities delivered by our community team. This also played a key role in supporting communities through the first wave of Covid-19.

#### **Future Facilities for the Club**

- 2.2 Whilst the overall outlook of the long-term future of the club is positive, they do face a number of challenges including;
- An aging ground and facilities which require significant investment not only to sustain the existing position but also to enable them to develop and grow as a club.
  - Should they get promoted to the football league, the requirement to further develop the York Road ground including increasing the ground capacity to 5,000 increasing the number of seats by a further 1,500 to 2,000 and upgrading a range of other facilities including turnstiles, floodlighting, changing rooms and clubhouse.
  - Establishing the financial sustainability of the club by removing the current reliance on the club’s main benefactor.
  - Securing the long term benefit the club can provide to the local community in terms of sport, health and wellbeing.

### **3. KEY IMPLICATIONS**

- 3.1 The initial feasibility that has been undertaken by MUFC suggests that the redevelopment of York Road ground indicates that sufficient value could be realised from the sale of the ground, which would enable the construction of the new facility.
- 3.2 The key officers of MUFC have already started consultation and engagement with some of the existing leaseholders at the site that have been identified. This would be ongoing process as part of any planning application and submission.

- 3.3 MUFC have also undertaken a reasonable amount of due diligence to demonstrate what a new facility might look like, and therefore some initial costing in terms of construction cost that could be met from the redevelopment of the existing stadium.
- 3.4 The redevelopment of the existing facility could be brought forward for development and enhance the further regeneration of the York Road development area.
- 3.5 There are three tenancies held with the Council for neighbouring sports and leisure facilities, these are identified on appendix B.
- LH225 is the leased area for the Rugby Club
  - LH641 is the leased area for the Athletic Club
  - LH659 is the leased area for Sportsable
- 3.6 The above leasehold interest are not directly affected by the red line plan, area which is recommended for lease to Maidenhead United Football Club. However, neighbouring leaseholders have been enjoying the use of land owned by the council in the surrounding area, outside of any legal agreements. Therefore, consultation will need to be made, and appropriate care taken to make sure that other users' needs are accommodated as part of the redevelopment of this area.
- 3.7 The red line plan of 3.7 hectares is the area which will be leased to Maidenhead United Football Club.
- 3.8 The current net book value on the Council's assets for this site is de Minimis as the site does not have any designated use other than for sports and leisure use.
- 3.9 The benefits of the new provision at Braywick Park would allow for the following;
- Additional sports and leisure facilities for local residents & wider community groups.
  - Bespoke facilities for individuals with a disability to enable them to compete in sports at a county & national level.
  - 5,000 capacity stadium, which would include the provision of 1,500 seats (with scope to add further if required).
  - New club house building incorporating a range of facilities including changing facilities, performance gym, bar, café, hospitality/education space and office space.
  - Futsal hall with separate change facilities (all suitable for provision of disability sports).
  - 60x40 metre floodlit Astroturf.
  - Athletics track and associated facilities.

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Approve the sale of the land	No approval	26/11/20	N/A	N/A	26/11/20
Agree and sign Heads of terms.	No agreement	31/12/20	N/A	N/A	31/12/20
Agree & Sign Agreement for Lease	No agreement	31/03/21	1 month before	N/A	31/03/21

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Undertake public consultation	No consultation undertaken	15/12/20-28/02/21	N/A	N/A	15/12/20-28/02/21
Submit a planning application	Planning application not submitted.	30/03/21	1 month before	N/A	30/03/21
Start on site	Works do not start on site.	31/01/22	1 month before	2 months before	31/01/22
Practical completion of new facility	Facility not completed	31/12/22	1 month before	2 months before	31/12/22

#### **4. FINANCIAL DETAILS / VALUE FOR MONEY**

- 4.1 The council will receive in return for the sale of the land, subject to planning a capital receipt of **£460,000**. This is not currently identified in the MTFs. This will only be paid if planning permission is achieved, and is therefore a conditional contract.
- 4.2 There will be no financial implications on the Council for the successful implementation of this project.
- 4.3 All construction and land assembly costs associated with the delivery of this project will be borne by the selected developer, and/or MUFC.
- 4.4 There will be no financial implications to the Council, all legal fees, valuation fees, and professional fees that are incurred by the Council will need to be met within the project cost by the selected development partner.

#### **5. LEGAL IMPLICATIONS**

- 5.1 The Council has the power under Section 123 of the Local Government Act 1972, to dispose of land held by them in any manner they wish providing that such disposal is for the best consideration reasonably obtainable (other than in the case of a lease for less than 7 years). Therefore the Council has the requisite power to sell the long leasehold interest in site known as Braywick Park.(see plan appendix B).
- 5.2 Section 123(2A) of the Local Government Act 1972 requires the Council to advertise a notice of their intention to dispose of any land consisting or forming part of open space to be advertised in two consecutive weeks in a newspaper circulating in the area in which the land is circulated. The Council must consider any objections to the proposed disposal made to them.

**6. RISK MANAGEMENT**

- 6.1 The risks associated with this project are limited for the Council, as it will only be releasing land to enable the future project to be delivered.
- 6.2 All project costs, and project risk will sit with MUFC and the selected development partner for the project.
- 6.3 Should the scheme not get delivered, or terms are not agreed, then the Council would not release the land.
- 6.4 It is recommended that the land would be released by way of a long leasehold, (999 years) which is a virtual freehold with the Council, retaining the ultimate freehold, with a caveat that should the site ceased to be used as a football stadium the land would revert back to the Council for nil consideration.

**7. POTENTIAL IMPACTS**

- 7.1 Equalities. The Equality Act 2010 places a statutory duty on the council to ensure that when considering any new or reviewed strategy, policy, plan, project, service or procedure the impacts on particular groups, an EQIA will be published on the council website for this project.
- 7.2 Climate change/sustainability. In light of the Council motion to declare a climate change emergency, the development of the new stadium would need to meet BREAM standards, and demonstrate that sustainable materials and construction methods are used where at all possible. The redevelopment of the existing stadium for residential development would also need to take account of social, environmental, and economic sustainability.
- 7.3 Data Protection/GDPR - due regard to the requirements of the Data Protection Act 2018 and the General Data Protection Regulation will be considered and taken into account before making a decision. In this instance we do not believe it is necessary for a Date Protection Impact Assessment to be carried out.

**8. CONSULTATION**

- 8.1 MUFC has undertaken some initial consultation with some key stakeholders that are located at Braywick Park. Consultation with key stakeholders groups will continue, along with public consultation as part of the planning application.

**9. TIMETABLE FOR IMPLEMENTATION**

- 9.1 Implementation date if not called in: Immediately.
- 9.2 The full implementation stages are set out in table 3 below;

**Table 3: Implementation timetable**

<b>Date</b>	<b>Details</b>
26/11/20	Cabinet Approval
31/12/20	Agree and sign heads of terms

Date	Details
15/12/20-28/02/21	Public Consultation
31/03/21	Sign legal agreements

## 10. APPENDICES – Part II items.

10.1 This report is supported by two appendices:

- Appendix A – s.123 Valuation Report
- Appendix B – Site Plan

All the above appendices are **not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.**

### BACKGROUND DOCUMENTS

10.2 EQIA will be published on the council website.

## 11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Leader of the Council & Lead Member for Business, Economic Development & Property	03/11/20	04/11/20
Duncan Sharkey	Managing Director	03/11/20	03/11/20
Adele Taylor	Director of Resources & 151 Officer	03/11/20	12/11/20
Andrew Vallance	Head of Finance	03/11/20	
Elaine Browne	Head of Law	03/11/20	12/11/20
Mary Severin	Monitoring Officer	03/11/20	03/11/20
Nikki Craig	Head of HR, Corporate Projects and ICT	03/11/20	03/11/20
Louisa Dean	Communications	03/11/20	
Kevin McDaniel	Director of Children's Services	03/11/20	
Hilary Hall	Director Adults, Commissioning and Health	03/11/20	03/11/20
Karen Shepherd	Head of Governance	03/11/20	10/11/20

### REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision	No	N/A
Report Author: Russell O'Keefe – Executive Director		



Report Title:	<b>Asset Disposal &amp; Redevelopment</b>
Contains Confidential or Exempt Information?	YES - Part II for Appendix A only - <b>Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</b>
Lead Member:	Councillor Johnson, Lead Member for Business, Economic Development & Property
Meeting and Date:	Cabinet 26 <sup>th</sup> November 2020
Responsible Officer(s):	Russell O'Keefe – Executive Director Place
Wards affected:	Maidenhead Riverside

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## REPORT SUMMARY

1. Achieving for Children (AfC) have until recently occupied the properties known as 18-20 Ray Mill Road East, Maidenhead for use as a family centre. The buildings are currently let to AfC at a nil rent, and due to the constraints on budgets for this service area, limited maintenance has been undertaken to these properties. The Family Centre has fallen into disrepair and now needs a substantial capital investment in order to make the premises fit for purpose. AfC instructed the Property Company on behalf of the Council to undertake an initial due diligence on the existing buildings and look at the potential for relocation to a more suitable site.
2. As part of the Asset Management Review & Action Plan, assets are being assessed, in order to maximise the benefits to the service areas and to our residents. This is a clear example of where the disposal of one asset, can bring forward the required capital funding to provide a more suitable family centre, and bring back into use an asset for residential use for affordable housing.
3. The project would enable the Family Centre to relocate to a more suitable and modern building, by disposing of one of the assets, the capital receipt would be used to relocate the Family Centre, refurbish another for delivery of one affordable family home and provide the Council with a capital receipt.
4. Once all properties have been completed the sales proceeds will cover the costs of the works and provide a net capital receipt for the council.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Approves the investment report at appendix A.**
- ii) **Recommends the relocation of Family Centre to Pinkneys Green Community Centre, in line with the family hub consultation process.**
- iii) **Recommends that Council approves a capital budget of £272,500 for the project.**
- iv) **Approves the transfer of 20 Ray Mill Road East, once completed to RBWM Property Co Ltd, for use as affordable housing.**

- v) Approves the disposal of 18 Ray Mill Road East, by way of an open market bidding process.
- vi) Delegate's authority to the Executive Director of Place in consultation with the Lead Member for Business, Economic Development and Property to progress the project.

## 2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

### Options

**Table 1: Options arising from this report**

<b>Option 1</b>	<b>Comments</b>
<p>Agree the disposal of 18 Ray Mill Road East to;</p> <ul style="list-style-type: none"> <li>i) cross subsidise the refurbishment of 20 Ray Mill Road East for use affordable housing, and</li> <li>ii) Associated costs for relocating the Family Centre to Pinkneys Green Community Centre.</li> </ul> <p><b>This is the recommended option</b></p>	<p>This provides certainty to the Council for funding of the relocation of the Family Centre to more modern premises</p> <p>The project provides one family house for much needed affordable housing in the borough.</p>
<p>Reject the project and do nothing.</p> <p>This is not recommended.</p>	<p>The Family Centre cannot use the two properties in their current condition and a substantial capital budget will need to be found for remedial works on the two houses to make them compliant to statutory requirements for use.</p> <p>The properties would fall into further disrepair placing more financial burden on the Council.</p> <p>The properties would remain vacant, which is not the best use for the Council.</p> <p>No affordable housing will be created.</p>

- 1.1. The Family Centre have occupied the properties at 18-20 Ray Mill Road East for several years, which was initially meant to be on a temporary basis. This means that the properties were never re-furbished to suit the service. The properties class usage is D1.
- 1.2. The Family Centre deals with daily family issues of a sensitive nature and requires a non-commercial building to maintain a relaxed feel and to appear less intimidating to the visitors. They require many separate rooms for the meetings and separate entrances for different families and staff. An outside

space is also essential, so the children feel as relaxed and comfortable as possible.

- 1.3. As an interim measure The Family Centre are currently using a room at Riverside Children’s Centre. This only allows one family to meet at a time and would not be a suitable permanent location unless substantial works are undertaken, to convert to a more fit for purpose location.
- 1.4. The Land to the rear of the properties at 18-20 Ray Mill Road East is under condition contract to CALA homes (STPP) for residential re-development. Part of the land disposal included the car park to the rear of these properties, which was being used by the Family Centre. The Family Centre would find it difficult to operate without the use of the car park. Whilst this situation could be rectified, the buildings themselves are still not really fit for the service currently required.
- 1.5. The Property Company assessed the two properties and the three alternative locations for suitability for relocation of the Family Centre. They looked at funding solutions to cross subsidise the project as there is currently no capital budget allocated in 2020/21.
- 1.6. 18 Ray Mill Road East is a large four bedroomed detached house of solid wall construction and is more suitable for disposal due the higher costs associated to refurbish the property, due to the condition of the property.
- 1.7. 20 Ray Mill Road East would require less works to provide a four-bedroom family home for affordable housing and so would be the preferred option for refurbishment.
- 1.8. Recommendations are that Pinkneys Green Community Centre should be the preferred location for the Family Centre to relocate. This is based on the suitability of the facilities of the building, costs associated with refurbishing and the potential for AfC to use the facility for other services within their directorate.

### 3. KEY IMPLICATIONS

- 3.1 The project is dependent on the disposal of 18 Ray Mill Road East in order to cross subsidise the relocation of the Family Centre and refurbishment of the second property at 20 Ray Mill Road East.
- 3.2 A capital project budget of £272,500 would be required in order to carry out remedial works to the two properties and refurbishment of space at Pinkneys Green Youth Centre. The Family Centre are unable to currently use the properties at Ray Mill Road East due to the condition of the properties, therefore an appropriate solution needs to be found to support the service for the residents in the borough.

3.3 **Table 2: Key Implications – 18 Ray Mill Road East**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
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<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Budgets	>10% increase	On budget	5% saving	10% saving	31 <sup>st</sup> October 2021
consultants appointed	Not appointed	31 <sup>st</sup> January 2021	October 2020	n/a	31 <sup>st</sup> January 2021
Minor works for disposal	Not achieved at all	28 <sup>th</sup> February 2021	1 month before	n/a	28 <sup>th</sup> February 2021
Disposal	Not sold	31 <sup>st</sup> October 2021	1 month before	2 months before	31 <sup>st</sup> October 2021

**Table 2: Key Implications – 20 Ray Mill Road East**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Budgets	>10% increase	On budget	5% saving	10% saving	30 <sup>th</sup> June 2021
consultants appointed	Not appointed	31 <sup>st</sup> January 2021	1 month before	n/a	31 <sup>st</sup> January 2021
Start On site	Not achieved at all	28 <sup>th</sup> February 2021	1 month before	2 months before	28 <sup>th</sup> February 2021
Practical Completion	Site delayed	30 <sup>th</sup> June 2021	1 month before	2 months before	30 <sup>th</sup> June 2021
Property Let for use as affordable housing.		30 <sup>th</sup> July 2021	1 month before	2 months before	30 <sup>th</sup> July 2021
Transfer of Property to RBWM Prop Co		30 <sup>th</sup> September 2021	1 month before	2 months before	30 <sup>th</sup> September 2021

**Table 2: Key Implications – Family Centre Relocation**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Budgets	>10% increase	On budget	5% saving	10% saving	30 <sup>th</sup> July 2021
consultants appointed	Not appointed	30 <sup>th</sup> January 2021	1 month before	n/a	30 <sup>th</sup> January 2021
Start on Site	Not achieved at all	28 <sup>th</sup> February 2021	1 month before	n/a	28 <sup>th</sup> February 2021

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Practical Completion	Site delayed	30 <sup>th</sup> June 2021	1 month before	2 months before	30 <sup>th</sup> June 2021

#### **4. FINANCIAL DETAILS / VALUE FOR MONEY**

4.1 An investment report is provided at appendix A

4.1.1 A capital Budget of £150,000 is required in 2020/21 and a capital budget of £122,500 is required in early 2021/22 to undertake remedial works. This in addition to the Capital budget will add to the councils overall borrowing requirements but a compensating capital receipt is expected in 2021/22 to both cover this additional expenditure and provide an additional receipt which will help reduce the council's overall borrowing requirements on its overall capital programme.

4.1.2 The financial table below gives an overview of the position, but a more detailed financial appraisal has been carried out and can be found at appendix A (Part II). The overall net impact is a reduction in capital costs of £377,500, over a two-year period (not taking into account the revenue impact of short-term borrowing to cover the period before sale which will be minimal. It will be more than covered by receiving an additional capital receipt that has not been included to date in the overall capital programme).

4.1.3 The net impact assumes a capital receipt of £650,000 which if not achieved will reduce the surplus achieved in capital terms. However, the risk of not being able to cover costs would only arise if the property was sold very significantly under value or estimated costs significantly exceed those estimated. This risk is very low given the due diligence already undertaken.

<b>CAPITAL COSTS</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Summary</b>
Additional total	£0	£150,000	£122,500	£277,500
Reduction	£0	£0	£650,000	(£650,000)
Net Impact	£0	£150,000	£527,500	(£377,500)

#### **5. LEGAL IMPLICATIONS**

5.1 The Council has the power to dispose of land in its ownership (disposal including the grant of a lease) under s123 of the Local Government Act 1972 provided the land is sold at a consideration not less than the best that could reasonably be obtained in the market, unless Secretary of State Approval is obtained to transfer at a value below market value for the use as affordable housing.

5.2 It has been recognised that there may be circumstances where local authorities consider it appropriate to dispose of land or property at an under-

value and general consent has been granted Local Government Act 1972; General Disposal Consent 2003 (the **2003 Consent**). The general consent applies where the disposal of any interest in land is considered by the local authority to help secure the promotion or improvement of the economic, social or environmental well-being of its area. Where applicable, local authorities should have regard to their community strategy, and in all cases the under-value of the disposal cannot exceed £2,000,000.

- 5.3 The Council will require approval from the Secretary of State to transfer properties at practical completion to RBWM Property Company Ltd for below market value for the use of affordable housing. This permission will be sought prior to practical completion and handover of properties to the Property Company.

## 6. RISK MANAGEMENT

- 6.1 A risk register for the project will be drawn up if capital budgets are approved. Overall risks are set out below.

**Table 4: Impact of risk and mitigation**

Risks	Uncontrolled risk	Controls	Controlled risk
Disposal of 18 Ray Mill Road East in the current climate may take longer than predicted.	High	Local Estate Agents to be instructed for local marketing. Estimated Valuation already obtained.	Medium
Start on Site	High	Reschedule programme	Low
Build cost inflation	Medium	Ascertain fixed cost prior to start on site	Low
Letting of 20 Ray Mill Road Property once refurbished	Medium	The property market is fluid in the current COVID-19 world. However, this property will be let for affordable housing at LHA levels, and therefore demand will be high.	Low

## 7. POTENTIAL IMPACTS

- 7.1 Equalities – the Family Centre will provide access for anyone with mobility or disabilities requirements, and will be providing a vital service to vulnerable residents. The refurbishment of 20 Ray Mill Road East will take into account all current building regulations and health and safety compliance legislation to enable the property to be occupied. An EQIA has been carried out and is available on the [borough website](#).
- 7.2 Climate change/sustainability. The council will be working closely with the Contractor to deliver a scheme that is environmentally, economically and socially sustainable. Looking at ways in which homes can be as energy

efficient as possible. The EPC rating for 20 Ray Mill Road will be improved from an estimated E rating to an estimated D rating, making the property more energy efficient and reduce running costs for any new occupiers.

- 7.3 Data Protection/GDPR. It will be the responsibility of the Property Company to hold all data in relation to public consultations, and public enquiries into the site as it progresses. The Property Company's managing agents will hold all data in connection with future tenants.
- 7.4 The project will be managed internally for and on behalf of the council by its wholly owned subsidiary company RBWM Property Company Ltd.

## 8. CONSULTATION

- 8.1 Consultation has been undertaken with members of CLT, the Lead Member for Business, Economic Development & Property, and associated Heads of Service.
- 8.2 The outcome of the consultation on the family hubs, will also allow for consideration of the relocation of the family centre to Pinkneys Green Youth Centre.

## 9. TIMETABLE FOR IMPLEMENTATION

The Key stages below will enable a professional team to be engaged and continue with due diligence and relocation of the Family Centre.

**Table 5: Implementation timetable**

Date	Date
November 2020	Cabinet Approval
December 2020	Full Council Approval for Capital Budget
February 2021	Site Mobilisation – Start on Site for relocation Works
June 2021	Practical Completion
July 2021	Relocation of Family Centre
January 2021	Site Mobilisation – Start on Site for housing
June 2021	Practical Completion
July 2021	Letting of 20 Ray Mill Road East.
January 2021	Advertise with local agents the disposal of 18 Ray Mill Road East.
October 2021	Assumes the sale of 18 Ray Mill Road East.

## 10. APPENDICES

Appendix A – Investment Report - **Not for publication by virtue of paragraph 3 Part 1 of Schedule 12A of the Local Government Act 1972.**

## 11. BACKGROUND DOCUMENTS

- 11.1 Equalities Impact Assessment – available on the [council's website](#)..

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Johnson	Lead Member for Business, Economic Development & Property.	24/09/20	25/09/20
Duncan Sharkey	Managing Director	24/09/20	25/09/20
Adele Taylor	Director of Resources and S151 Officer	24/09/20	28/10/20
Elaine Browne	Head of Law	24/09/20	28/09/20
Mary Severin	Monitoring Officer	24/09/20	28/09/20
Nikki Craig	Head of HR, Corporate Projects and IT	24/09/20	06/10/20
Louisa Dean	Communications	24/09/20	
Kevin McDaniel	Director of Children's Services	24/09/20	25/09/20
Hilary Hall	Director Adults, Commissioning and Health	24/09/20	25/09/20
Karen Shepherd	Head of Governance	24/09/20	28/9/20

### REPORT HISTORY

<b>Decision type:</b> Key Decision, entered onto forward plan 3 <sup>rd</sup> September 2020	<b>Urgency item?</b> No	<b>To Follow item?</b> Not applicable
Report Author: Russell O'Keefe – Executive Director Place		



# Agenda Item 8

By virtue of paragraph(s) 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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